

STYLES HOUSE INDUCTION AND PROBATION

INDUCTION PROCEDURE

Pre-employment

It is the TMO's responsibility to fix a start date in liaison with the new employee and the line manager. The TMO will also ensure that the new employee knows that they are to attend a session with the Chair/delegated Board Member (in the case of a newly appointed TMO Manager) or the TMO manager (all other staff) on their first day of employment, an early impression of the organisation is given through the efficiency of the recruitment process, the way that references are taken up and the quality of information sent to the new employee. The HR and Health and Safety sub committee is responsible for ensuring this happens.

Before the new employee starts work, the line manager should ensure that the new person's working environment is prepared and that there is appropriate equipment such a desk and all the necessary stationery, since there is nothing that will make a new employee feel more unwelcome than to find that inadequate preparations have been made for their arrival. Initial impressions last and seemingly insignificant matters can in fact have quite an impact on a new employee.

The line manager should be available or ensure that a nominated person is available so there is always someone for the new employee to turn to during their first few days.

First day of employment

On arrival, most new employees will be concerned primarily with two matters: whether they will be able to do the job and whether they will get on with their new colleague(s) and the Board. It is therefore important to allay their fears by introducing them to the new workplace at the earliest opportunity.

Employees who are not socially integrated are unlikely to be productive and valuable members of staff. The early days of employment can be crucial for forming relationships within the workplace and should facilitate this important element of the induction process. There are, of course, several things that the new employee must be told on their first day and many of these relate to conditions of service. All new employees must therefore attend a session with the line manager on their first day of employment.

The line manager will talk to the new employee(s) about their conditions of service, such as terms and conditions, core times, what to do in case of sick leave, annual leave entitlements and how to book annual leave, how and when the salaries are paid etc. The TMO Chair/line manager will hand to the new employee(s) a copy of any handbooks and will be able to answer any questions the new employee(s) may have. This session is likely to last about an hour and then the new employee can then go to their work.

In addition, the new employee should be told on their first day about important office procedures. Security arrangements must also be fully explained by the line manager, together with basic office procedures such as where to get equipment and stationery from and how to order it, and how to use cleaning, maintenance and office equipment.

Within four weeks

After four weeks the employee should have:

(a) an understanding of their job, how it fits into the role and functions of the TMO; and

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(b) knowledge about the organisation, its aims and objectives, culture, standards of conduct, policies and procedures.

PROBATION PROCEDURE FOR LINE MANAGERS

The probationary period

All new members of staff have a six month probationary period with the TMO.

It is particularly important that the line manager effectively monitor a new employee's conduct, job performance and attendance within the probationary period to ensure that the member of staff is doing his/her job to the line manager's satisfaction.

Review - regular monthly and three month review

The employee's line manager will meet monthly with the employee during the probation period. The line manager will record these meetings in writing, file and pass a copy of these meetings notes to the employee. At three months the line manager will hold a formal review meeting with the member of staff. The meeting will work performance, general conduct, attendance and timekeeping. The member of staff will be advised that these areas must all be to the line manager's satisfaction if permanent employment is to be confirmed.

Six month review

At the end of six month period, the line manager will hold a further formal review meeting with the member of staff, when a decision will be made about whether or not to confirm the appointment. If the person belongs to any union, he/she will be asked to invite a staff member or family or friend to accompany him/her attend a meeting if significant problems have been identified.

Work performance, general conduct, attendance and timekeeping must all be to the line manager's satisfaction if permanent employment is to be confirmed.

Unsatisfactory probationary periods

If at the six month stage, the manager is not completely satisfied about the member of staff's performance, conduct and/or attendance and timekeeping, he/she should refer the matter to the HR and Health and Safety sub-committee which may decide to either:

- extend the probationary period and review it again in a month; or
- terminate employment.

If the manager wishes to extend the probationary period, they should explain the reasons to the member of staff, state how long the probationary period is to be extended for, and set out clearly what improvements he/she wishes to see by the end of the review period.

This should be confirmed in writing to the member of staff and the manager should thoroughly monitor during the review period. At the end of the review period, the manager can either confirm the member of staff in post if sufficient improvements have been made, or further extend the probationary period, or terminate employment.

Termination of employment

If the line manager is considering terminating the employee's contract of employment at any stage during the probationary period, the following procedure must be followed.

The line manager must give the employee 7 days notice of a hearing to determine whether or not the contract is to be terminated. The employee is entitled to be represented at the

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hearing as mentioned above. The HR and Health and Safety committee chair will attend to advise on procedure and to take a note of the hearing and a member of the staff member's union may also attend.

At the hearing the line manager should explain his/her concerns and give the employee and/or his/her representative an opportunity to respond. Following the hearing, the line manager will reach his/her decision and communicate it to the employee. If the line manager decides to terminate the contract, one weeks notice will be given. The line manager's decision on termination of a contract during probation is final and there is no right of appeal.

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