



## Probationary Period Policy – Police Staff

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Compliance with Legislation	<input checked="" type="checkbox"/>
Equality Impact Assessment	<input checked="" type="checkbox"/>
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Health and Safety	<input checked="" type="checkbox"/>
Risk Management	<input checked="" type="checkbox"/>

# Probationary Period Policy – Police Staff

## 1. Policy statement

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Cleveland Police recognises the value and importance attached to affording Police Staff members, every opportunity within their probationary period of being able to learn and develop the core skills necessary to become competent within their respective roles.

The procedures set out in this document apply to all Police Staff including police staff employed by the office of the Police and Crime Commissioner for Cleveland (OPCC).

This policy must be applied fairly, equally, and consistently to all Police Staff and employees irrespective of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, or any other unjustifiable grounds.

## 2. Purpose

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All new appointments within Cleveland Police and the OPCC for Police Staff to the police service will be made subject to a defined probationary period, normally 6 months. The purpose of probation is to monitor and ensure that a post-holder taking up a new appointment is, within a reasonable period of time, able to gain a full understanding of the requirements of the post and to achieve a satisfactory level of performance.

The probation period is specified in either an individual's letter of appointment and/or a contractual statement of terms of employment. Their progression must be discussed on a regular basis.

**Force contact officers will be subject to a probationary period of 12 months linked to the detailed training that they need to successfully complete to become competent and their reviews will be at 1, 3, 6 and 10 months.**

**PCSOs who are undertaking the level 4 Diploma in Community Policing Practice will be apprentices for 12 months and their probationary period will mirror this, they will be subject to reviews at 1, 3, 6, and 10 months.**

## 3. Underpinning procedures

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All forms and supporting documentation relating to this policy is available on the force intranet, should additional information or support be needed then the Employee Relations team in the Shared Service Centre will be able to assist.

### **3.1 Police Staff Probation (Non PCSO and FCR roles)**

Police Staff are employed on contracts of employment with either the Chief Constable for Cleveland or the Police and Crime Commissioner for Cleveland. The appointment of a new Police Staff member to either the Force or the OPCC should normally be subject to a period of probation not exceeding six months but may be extended in a particular case where a longer period is felt to be necessary e.g., sickness absence. During this period, the employee is expected to establish their suitability for the appointment.

Regular reports and probationary review updates must be carried out at month one, month three, and month five throughout the probationary period. A successful end of month five review should culminate in an individual being confirmed in post. All the necessary progress report documentation can be obtained from the force intranet. There are notes of guidance provided as an appendix to this policy. It is critical that the Employee Relations Team is contacted at the earliest opportunity if any reviews cannot be completed, it is especially important to make contact if the month 3 or 5 reviews cannot be completed in line with the required time scales. Failure to complete the reviews at the correct time especially at month five will lead to employees being confirmed in post when they should not be.

By the end of the probationary period the individual's employment should be either 1) confirmed 2) extended, or 3) terminated in writing. Where a probationary period exceeds six months and the line manager has not carried out an end of month five review, the assumption will be made that the individual is competent in the role, and they will be appointed in post.

#### **3.1.1 Police Staff Probation (PCSO and FCR roles)**

These Police Staff are employed on contracts of employment with the Chief Constable for Cleveland and are subject to a 12 month probationary period. This can be extended in particular cases where a longer period is felt to be necessary e.g., sickness absence. During this period, the employee is expected to establish their suitability for the appointment.

Regular reports and probationary review updates must be carried out at month one, month three, month six, and month ten throughout the probationary period.

A successful end of month ten review should culminate in an individual being confirmed in post. All the necessary progress report documentation can be obtained from the force intranet. There are notes of guidance provided as an appendix to this policy. It is critical that the Employee Relations Team is contacted at the earliest opportunity if any reviews cannot be completed, it is especially important to make contact if the month 3, 6 or month ten reviews cannot be completed in line with the required time scales. Failure to complete the reviews at the correct time especially at month ten will lead to employees being confirmed in post when perhaps they should not be.

For force contact officers and PCSOs the lead trainer who delivers their core initial training will be involved in the completion of the first and potentially the

third months review due to the amount of time that these staff will be spending in a training environment when commencing these roles.

By the end of the probationary period the individual's employment should be either 1) confirmed 2) extended, or 3) terminated in writing. Where a probationary period exceeds 12 months and the line manager has not carried out an end of month ten review, the assumption will be made that the individual is competent in the role, and they will be appointed in post.

The force expectation is that those staff who join in either of these roles will remain unless exceptional circumstances exist in the appropriate role for the 12 month probationary period, thus ensuring that the skills gained are fully utilised in these core roles before seeking to change role.

### 3.1.2 Probation Progress Reviews - Completing Progress Forms

As part of the Police Staff probation process, Line Manager's must ensure that they review individuals progress within their role and complete the relevant progress reports.

The progress reports can be accessed from the HR SharePoint, on the Force Intranet [here](#). A copy of the Force Values and Behaviours can be located [here](#).

Line Managers should complete the form as part of the probation review meetings and complete the relevant questions.

#### **Values and Behaviours**

Each value and behaviour should be marked with one of the following:

- Below standard required
- Progressing towards standard being completed
- Achieved standard required
- Above standard required
- N/A

There is a comment box for each value/behaviour where comments and supporting evidence can be added.

Where individuals are not achieving the required standards, any discussed support or improvements should be documented on the form.

#### **Probation Period/Progress Review**

Line Managers should confirm the probation period of the individual either 6 months or 12 months (dependant on the role)

Then select the current applicable review month, from the list provided for each probation period. The probation periods and relevant progress review timelines are below:

## 6 Month Probation period

- 1 Month Review
- 3 Month Review
- 5 Month Review (sign off)

If the 5 Month review is selected, then the Line manager will be asked to confirm the outcome of probation.

## 12 Month Probation Period (Applies to Force Control Room (FCR) and PCSO's)

- 1 Month Review
- 3 Month Review
- 6 Month Review
- 10 Month Review (sign off)

If the 10 Month review is selected, then the Line manager will be asked to confirm the outcome of probation.

Once the form has been completed the Line Manager will be asked to submit the form.

## Probation Outcome

As part of the final review the Line Manager will be asked to confirm the outcome of the probation period as one of the following:

- **Confirmation of Appointment** (will also be asked the Service Unit Manager name when selected)
- **Extension of Probation** (will also be asked if a SMART plan has been agreed when selected, in addition to the Service Unit Manager name)
- **Termination of Appointment** (will also be asked the Service Unit Manager Name when selected)

Where confirmation of appointment is confirmed then relevant action will be taken to update the system to show that the individual has successfully passed probation.

If the individual has not met the requirements, then the Line Manager needs to take the appropriate formal action.

### 3.1.3 Transferees from another force (Non PCSO and FCR roles)

For those police staff join from another force there is still a requirement to complete a probationary period then there is still a requirement for line managers to meet the person at the end of month 1, 3, and 5 in order to discuss how they are settling in, and to review any training needs identified. If matters are identified relating to performance management due to either issues of conduct or capability, then line managers must utilise the disciplinary or capability procedures for police staff, which can be found on the intranet.

The notes of guidance provide advice and information for line managers who feel that it might be necessary to apply this policy.

#### 3.1.4 Transferees from another force (PCSO and FCR roles) not previously having undertaken these roles

For those police staff join from another force there is still a requirement to complete a probationary period then there is still a requirement for line managers to meet the person at the end of month 1, 3, 6 and 10 in order to discuss how they are settling in, and to review any training needs identified. If matters are identified relating to performance management due to either issues of conduct or capability, then line managers must utilise the disciplinary or capability procedures for police staff, which can be found on the intranet.

The notes of guidance provide advice and information for line managers who feel that it might be necessary to apply this policy.

### **3.2 Police staff changes in job role - existing Cleveland staff or staff of the OPCC within the same employer.**

Where an individual who has successfully completed his / her initial probationary period, applies and is successful in another Police Staff posting within their existing organisation; this individual will not be expected to complete another probationary period.

If performance management issues arise within the new role due to either an issue of conduct or capability, line managers must utilise the disciplinary or capability procedures for Police Staff, which can be found on the policy intranet site.

Staff who move from Cleveland Police to the OPCC or vice versa will be required to complete a probationary period as they are separate employers.

### **3.3 Redeployment**

Where a member of police staff is redeployed into a suitable / unsuitable alternative role the individual will have to complete a 4 week trial period. Further details on the trial period can be found in the Redeployment policy for Police Staff, which is located on the policy intranet site. This is not the same as a probationary period, and advice in regard to this can be obtained from the employee relations team. The force redeployment policy is presently under review and if this trial period changes then the necessary change to this policy will also be made after relevant consultation.

### **3.4 Transferring PCSO to Cleveland Police to work as a PCSO**

Police Community Support Officers who transfer their service from another UK police force will not be expected to undertake a second probationary period with Cleveland Police, unless agreed otherwise. However, depending upon experience the individual may be required to undertake the Cleveland PCSO training programme as completed by all newly appointed PCSOs. This decision

will be taken collaboratively by the Recruitment team manager, head of learning and development and head of people (strategy, policy, and wellbeing)

### **3.5 Additional support for line managers**

The following aspects of this policy are explained in detail in the notes of guidance for line managers that should be read as and when / if there is a need to apply the policy:

- a) Police staff probation extension**
- b) Dismissal during probation**
- c) Staff representation during probation**
- d) Termination of contract during probation**
- e) Police Staff Appeal Procedure**

### **3.6 Record Keeping**

All records relating to an individual's probationary period must be sent to People Services for filing/ processing; under no circumstances will copy files be kept in departments. The Force establishment will reflect when a probationary period has been extended and the appropriate HR Business Partner must be advised of this.

## **4. Appendices**

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The appendices attached to this policy are recorded below ultimately all documentation not just the templates will be available on the force intranet.

<b>Appendix</b>	<b>Description</b>
1.	Notes of guidance for completion of probationary period reviews
2.	Sample action plan document for use
3.	Template letter – invitation to a formal probationary review meeting

## **5. Compliance and monitoring**

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Cleveland Police expects every individual to act within approved policies and take appropriate professional advice, as necessary.

All Police Staff should be briefed on the Probation policy and their attention drawn to key points.

The Head of People and Wellbeing (Strategy, Policy, and Wellbeing) will monitor the implementation of and compliance with this policy on an ongoing basis.

## 6. Version control

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This policy will be reviewed and updated at least every three years by the owner, and more frequently if necessary.

The Corporate Services Department will ensure this document is available on the Force intranet, including any interim updates.

The following identifies all version changes.

Version	Date	Reason for update	Author
0.1	11.12.2019	Existing policy split - New Policy – police staff only	[REDACTED]
0.2	04.05.2020	Updated following consultation	[REDACTED]
0.3	18.05.20	Final version for submission to the People and Wellbeing Board	[REDACTED]
1.0	01.05.2020	Final version following amends, published w.e.f. 2.11.2020	[REDACTED] [REDACTED]
1.1	Nov 2020	Slight change to wording	[REDACTED]
1.2	Jan 2021	Covid paragraph added to Policy statement	[REDACTED]
1.3	Mar 2021	Correction to final paragraph page 2	[REDACTED]
1.4	Oct 2022	Added section 3.1.2 with link to new progress forms, values, and behaviours and how to complete. Slight amendment to Appendix One.	[REDACTED]
1.5	Jan 2023	Extension of review date as agreed at Nov 22 P & W and Dec 22 EMB	[REDACTED]



## **Guidance notes for Line Managers - Police Staff probationary periods**

The below guidance is a summary overview of the Force's process for carrying out a Police Staff probationary review meeting during months 1,3, and 5 of service: **For PCSOs and FCR please read the specific section for those staff**

When carrying out any probationary review meetings or hearings line managers should ensure that no member of Police Staff is placed at a disadvantage on account of gender, race, religion or belief, sexual orientation, age, gender reassignment, marital or civil partnership status, pregnancy or maternity, or disability. This means that the probationary review meeting(s) or hearing may need to be adjusted to cater to the specific needs of an individual.

### **At month 1**

Review the individual's performance based against the person specification / job description and discuss training requirements / development needs etc. This should be documented and reported upon accordingly on the probationary review template document available on the force intranet once completed it will be sent to the Shared Service Centre for noting, filing and any necessary action. All Police Staff should complete the electronic induction packages.

### **At month 3**

If an individual's performance/attendance is giving cause for concern and not of the standard required then Line Managers are advised to seek expert guidance and support from the Employee Relations Team at an early stage of an individual's probationary period, especially in cases where the line manager considers that either an extension or termination to a contract of employment may be required.

The person must be told and shown how their performance/attendance is to improve, through a structured interview. This should be confirmed in writing and a written record of the interview completed using the review template available on the force intranet, this will be retained on the individual's personal file. And the ER case tracker. The template must be returned to the Employee Relations Team [erTEAM@cleveland.police.uk](mailto:erTEAM@cleveland.police.uk) or via mail to St Marks House, for filing. All necessary training and supervision, considered appropriate, must be provided to assist in effecting an improvement.

Where a member of Police Staff is not achieving the required standard by month 3, it is recommended that supplementary review meetings are held and documented on a monthly basis by the line manager.

In addition an Action Plan for an individual not achieving the required standard should be devised and monitored from month 3 and reviewed as appropriate. An action plan should include the following:

- A written plan (ideally agreed) consisting of the expected standards;

- Any training or assistance to be given to the individual;
- Time limits for improvement;
- The assessment methods and review dates;
- Details of action to be taken if standards are not met.

A template is attached to this document

### **At month 5**

If the individual's performance/attendance shows no improvement, the individual must again be told that his or her performance/attendance is unsatisfactory and warned that failure to improve in the manner indicated could lead to termination of employment. This should be confirmed in writing and a written record of the interview must be recorded and sent to the Shared Services Centre for retention on the individual's personal file, and the ER case tracker.

The Employee Relations Team will be able to assist managers both prior to and after the interview

### **During month 5**

If the individual's performance/attendance fails to improve during month 5, notice to terminate employment should be given for employment to end by the last day of the probationary period, unless a satisfactory improvement in conduct or capability has taken place. This should be done by the Service Unit Manager or Head of service and in the case of the OPCC by the Chief of Staff or Deputy Chief of Staff at a formal review hearing. All appropriate documentation will be provided by the Employee Relations Team to the individual prior to the review hearing.

### **Police staff probation extension**

Probationary periods may, exceptionally, be extended to allow additional time for the post-holder to demonstrate that they have achieved a satisfactory level of performance. This will be done through a formal process, following a formal interview held, in accordance with the probationary procedure, either during or before the expiry of the probationary period.

However, where the post-holder has not been able to attend work for the full length of the stated probationary period (e.g. through sickness absence, training, or maternity), the organisation may decide to extend the probationary period to allow for this, in which case the individual, having been unable to attend an interview, will be informed of the extension of his or her probationary period in writing before the date on which his or her probation would otherwise have been due to expire. At least 5 working days written notice of any meeting will be given and at that time any documents that will be called upon by either management of the member of staff will be exchanged.

### **Dismissal during probation**

A Police Staff member, with the appropriate probationary period meetings held and appropriate/ sufficient warnings provided can have their contract of employment

terminated during the probationary period. It is essential that if it becomes apparent early on during an employee's probation that they are not likely to achieve the required standard, despite training and support, that advice from the Employee Relations team and relevant Human Resources Business Partner is sought as early as is possible to obtain advice and support re the steps and stages leading to dismissal.

### **Staff representation during probation**

In all meetings from month 3 of the above process, the individual should be afforded the right to representation, either by a Trade Union representative or a workplace colleague. Copies of written records of such interviews should go to the individual and their representative, if they request the right to be accompanied, as well as being kept on the personal file.

### **Termination of contract during probation**

Termination of contracts of employment during the probationary period for Police Staff should be carried out either by the Service Unit Manager / Chief of Staff or Deputy Chief of Staff. The Employee Relations Team will provide the necessary documentation.

### **Police Staff Appeal Procedure**

Police Staff who have their employment terminated as a result of the unsatisfactory completion of a probationary period have the right of appeal against the decision. The appeal should be addressed to the Head of People (strategy, policy and wellbeing) and if employed by the OPCC for Cleveland the Chief of Staff, outlining the reason/s in writing for the appeal and this should be submitted no later than 14 working days after receiving written notification of the decision. The appeal decision is final. The Employee Relations Team will provide the necessary letters inviting an individual to an appeal hearing as well as producing the information pack for the person hearing the appeal and undertaking the production of letters of outcome for appropriate signature and processing.

### **Successful completion of the probationary period**

On completion of a successful probationary period, as necessary and appropriate ORACLE will be updated, and if necessary the pay team will be notified of any changes to grade / spinal column point. Individuals will receive confirmation from the HR Admin Team of their successful completion of their probationary period.

### **Probationary period reviews for PCSOs and FCR Staff**

The below guidance is a summary overview of the Force's process for carrying out a Police Staff probationary review meeting during months 1,3,6 and 10 of service

When carrying out any probationary review meetings or hearings line managers should ensure that no member of Police Staff is placed at a disadvantage on account of gender, race, religion or belief, sexual orientation, age, gender reassignment, marital or civil partnership status, pregnancy or maternity, or disability. This means

that the probationary review meeting(s) or hearing may need to be adjusted to cater to the specific needs of an individual.

Increments for PCSOs are paid in accordance with the national PSC and the local agreement for progression to scale 4

Increments for FCR staff are paid in accordance with the National PSC and career grade progression chart

### **At month 1**

Review the individual's performance based against the person specification / job description and discuss training requirements / development needs etc. This should be documented and reported upon accordingly on the probationary review template document available on the force intranet once completed it will be sent to the Shared Service Centre for noting, filing and any necessary action. All Police Staff should complete the electronic induction packages. PCSOs and FCR staff have their own induction process which lasts several weeks to include legislation that they will use on a daily basis and the trainers will complete this review with line managers if they have just commenced operational duties.

Those staff who are employed in the control room in the role of Force Contact Officer (FCO) will have their first months review undertaken in the training school due to the training that they have to undertake; their line manager will not be in a position to undertake this.

### **At month 3**

If an individual's performance/attendance is giving cause for concern and not of the standard required then Line Managers and training department staff are advised to seek expert guidance and support from the Employee Relations Team at an early stage of an individual's probationary period, especially in cases where the line manager considers that either a termination of employment might be necessary.

The person must be told and shown how their performance/attendance is to improve, through a structured interview. This should be confirmed in writing and a written record of the interview completed using the review template available on the force intranet, this will be retained on the individual's personal file. And the ER case tracker. The template must be returned to the Employee Relations Team [erTEAM@cleveland.police.uk](mailto:erTEAM@cleveland.police.uk) or via mail to St Marks House, for filing. All necessary training and supervision, considered appropriate, must be provided to assist in effecting an improvement.

Where a member of Police Staff is not achieving the required standard by month 3, it is recommended that supplementary review meetings are held and documented on a monthly basis by the line manager.

In addition an Action Plan for an individual not achieving the required standard should be devised and monitored from month 3 and reviewed as appropriate. An action plan should include the following:

- A written plan (ideally agreed) consisting of the expected standards;
- Any training or assistance to be given to the individual;
- Time limits for improvement;
- The assessment methods and review dates;
- Details of action to be taken if standards are not met.

### **At month 6**

If the individual's performance/attendance shows no improvement, the individual must again be told that his or her performance/attendance is unsatisfactory and warned that failure to improve in the manner indicated could lead to termination of employment. This should be confirmed in writing and a written record of the meeting must be recorded and sent to the Shared Services Centre for retention on the individual's personal file, and the ER case tracker.

The Employee Relations Team will be able to assist managers both prior to and after the interview, this is highly recommended to help managers and also ensure that there is no breach of force polices and employment legislation

### **During month 6**

A new action plan or extension of the existing action plan should be created and clearly communicated to the employee and their trade union representative / work place colleague advising of the implications of failing to meet the standards required. Monthly reviews need to be scheduled in and close records maintained of progress.

### **At month 10**

If an individual's performance/attendance is still giving cause for concern at month 10 and not of the standard required, then Line Managers MUST if they have not already done so seek expert guidance and support from the Employee Relations Team specially when the line manager considers that a termination of employment might be necessary.

The person will have already been told and shown how their performance/attendance is to improve, through structured interviews / meetings, action plans and review meetings. For which written confirmation of receipt and a written record of the interview completed will be available from the ER case manager.

Where a member of Police Staff is not achieving the required standard by month 10 it is recommended that supplementary review meetings are held and documented on a monthly basis by the line manager. The person concerned being made aware of the seriousness of the situation they are in.

In addition an Action Plan for an individual not achieving the required standard should be devised and monitored from month 10 and reviewed as appropriate. An action plan should include the following:

- A written plan (ideally agreed) consisting of the expected standards;
- Any training or assistance to be given to the individual;
- Time limits for improvement;
- The assessment methods and review dates;
- Details of action to be taken if standards are not met.

### **During month 10**

If the individual's performance/attendance fails to improve during months 6 – 10, notice to terminate employment should be given for employment to end by the last day of the probationary period, unless a satisfactory improvement in conduct or capability has taken place. This should be done by the Service Unit Manager or Head of service and in the case of the OPCC by the Chief of Staff or Deputy Chief of Staff at a formal review hearing. All appropriate documentation will be provided by the Employee Relations Team to the individual prior to the review hearing. Such notice can be provided earlier in the persons' probationary period where evidence exists of failure to improve and there is no likelihood of the required improvement or standards being met.

### **Police staff probation extension**

Probationary periods may, exceptionally, be extended to allow additional time for the post-holder to demonstrate that they have achieved a satisfactory level of performance. This will be done through a formal process, following a formal interview held, in accordance with the probationary procedure, either during or before the expiry of the probationary period.

However, where the post-holder has not been able to attend work for the full length of the stated probationary period (e.g. through sickness absence, training, or maternity), the organisation may decide to extend the probationary period to allow for this, in which case the individual, having been unable to attend an interview, will be informed of the extension of his or her probationary period in writing before the date on which his or her probation would otherwise have been due to expire. At least 5 working days written notice of any meeting will be given and at that time any documents that will be called upon by either management of the member of staff will be exchanged.

### **Dismissal during probation**

A Police Staff member, with the appropriate probationary period meetings held and appropriate/ sufficient warnings provided can have their contract of employment terminated during the probationary period. It is essential that if it becomes apparent early on during an employee's probation that they are not likely to achieve the required standard, despite training and support, that advice from the Employee Relations team and relevant Human Resources Business Partner is sought as early as is possible to obtain advice and support re the steps and stages leading to dismissal.

### **Staff representation during probation**

At all probationary period meetings held from month 3 in the above process, the individual should be afforded the right to representation, either by a Trade Union representative or a workplace colleague. Copies of written records of such interviews should go to the individual and their representative, if they request the right to be accompanied, as well as being kept on the personal file.

### **Termination of contract during probation**

Termination of contracts of employment during the probationary period for Police Staff should be carried out either by the Service Unit Manager / Chief of Staff or Deputy Chief of Staff. The Employee Relations Team will provide the necessary documentation.

### **Police Staff Appeal Procedure**

Police Staff who have their employment terminated as a result of the unsatisfactory completion of a probationary period have the right of appeal against the decision. The appeal should be addressed to the Head of People (strategy, policy and wellbeing) and if employed by the OPCC for Cleveland the Chief of Staff, outlining the reason/s in writing for the appeal and this should be submitted no later than 14 working days after receiving written notification of the decision. The appeal decision is final. The Employee Relations Team will provide the necessary letters inviting an individual to an appeal hearing as well as producing the information pack for the person hearing the appeal and undertaking the production of letters of outcome for appropriate signature and processing.

### **Successful completion of the probationary period**

On completion of a successful probationary period, as necessary and appropriate ORACLE will be updated, and if necessary the pay team will be notified of any changes to grade / spinal column point. Individuals will receive confirmation from the HR Admin Team of their successful completion of their probationary period.

**SMART Improvement Plan – police staff probationary period action plan - APPENDIX 2**

<b>Name</b>		<b>Plan set by</b>
<b>ROLE</b>		<b>Date</b>
<b>Reason for plan</b>		
<b>Specific</b>		
<b>Measurable</b>		
<b>Achievable</b>		
<b>Relevant</b>		
<b>Time Scale</b>		
	<b>Review date</b>	

Signed POLICE STAFF MEMBER .....

Date.....



**SMART Improvement Plan - Review**

<b>Date</b>	<b>Review</b>

### **Appendix 3 - probationary period policy - police staff**

Dear

#### **NOTICE OF FORMAL PROBATION REVIEW HEARING**

I am writing to inform you that a decision has been taken to convene a formal probation review hearing. The probation review hearing will be held on xxxxxx at xx in xxxxx.

The probation review hearing will consider the following:

- a) E.g. Reasons as to why the force does not consider that your performance or attendance is at the necessary standard to confirm your employment

I will be chairing the hearing and will be advised by, Employee Relations Advisor. I will carefully consider all information presented to me and I will make a decision on any appropriate action to be taken. I have to warn you that this meeting could lead to a formal dismissal during your probationary period. The management case will be prepared by xxxx and no/ witnesses will be called.

If you require additional witnesses to be called, in support of your case, please provide me with their name(s) no later than two working days prior to the date of the hearing. If you have any relevant documents that you also wish to be considered at the hearing, please provide me with a copy no later than two working days prior to the date of the hearing.

You are entitled to bring with you a representative of your trade union or a work colleague of your choice. I strongly recommend that you do this. I enclose a second copy of this letter should you wish to give it to a representative.

I appreciate and understand that the probation review hearing will be a difficult process for you. I will ensure that you have every opportunity to present and detail your views and to ask questions. If at any time you wish to have a short break during the hearing an adjournment will take place. I will ensure the process is open and fair.

After hearing all views and considering all the evidence, I will call a final adjournment to reflect on all I have heard and take advice from. I will then reconvene the hearing and inform you of my decision. You will receive a letter confirming my decision within

ten working days of the hearing. A copy of the notes taken at the hearing will be then sent to you within 15 working days of the hearing.

If you have any queries regarding the above please do not hesitate to contact either or me.

Yours sincerely

xxxxxxx

Cc. People Services  
Encs. Copy of letter