

PROBATION POLICY AND PROCEDURE (Policy No. Effective Date)

1. POLICY STATEMENT

The Komfo Anokye Teaching Hospital (KATH) recognises that all staff require a period of time to become competent in their new roles. It is the policy of the Hospital that all new staff undergo a probationary period during which they will be introduced to the main duties and responsibilities of their posts, the performance standards expected of them, the colleagues with whom they will be working most closely and the context of their work within the unit/directorate and the hospital as a whole.

The purpose of the policy is to make explicit KATH's commitment to fair, equal and consistent treatment of staff during the probation period. It establishes the guidelines for staff to serve an introductory period of employment/appointment to determine if their appointments will be confirmed. It also provides managers with a flexible framework which promotes good employment practices.

2. SCOPE

This policy applies to

- All new staff with permanent appointments
- Appointments to middle and top management positions
- Promotions/Conversion/upgrading to new grades

3. AIMS OF POLICY

- To provide the hospital with the opportunity to assess the performance and the future potential of the staff before deciding whether or not to confirm appointment
- To ensure that all staff on probation are given every opportunity to maximise their potentials and also develop their careers in a manner satisfying to the staff and consistent with the needs and goals of the Hospital.
- To help identify the training and development needs of the staff – ensuring that they are consistent with the goals of the unit/directorate/Hospital – and provide appropriate development activities to assist in achieving his/her full potential

4. LENGTH OF PROBATION

The length of the probation period shall be one (1) year i.e. 12 months. This should be indicated in the contract of employment/appointment. It takes effect from the date of employment or assumption of duty/office. It may, however, be extended by the Chief Executive on the recommendation of the Head of Unit/Directorate for a

maximum of three (3) months for performance reasons (i. e where there is evidence to suggest that performance is likely to improve with a further period of probation).

Probationary periods should be extended when staff are on authorised leave with or without pay including sickness or injury, maternity leave for more than one (1) month and it has not been possible to adequately assess performance.

Staff must be notified in writing of extensions and the reasons.

5. PRINCIPLES

The probation process will be conducted in a manner that is objective, clear, transparent and free from discrimination.

Documentation relating to staff will be treated with utmost confidentiality and made available to authorized staff only.

Employees will have the right to feedback and access

At their induction/orientation line managers/supervisors/reporting officers will make the staff aware of the performance standards expected of him/her and provide the support, advice, training and feedback necessary to achieve the standards.

Clear, comprehensive and accurate records on probation interviews must be maintained, including how standards are set, the methods used for measuring them and the timescales given for reaching them.

With any poor conduct/performance during the probation period, the responsible officer should discuss remedial action required by the employee and where necessary give clear warnings.

6. RIGHTS AND RESPONSIBILITIES

6.1 Rights of Staff

- To have their performance assessed fairly and objectively
- To be given appropriate direction, training and support
- To know what is expected of them and the standard they are required to achieve
- To have representation during meetings to discuss unsatisfactory performance
- To have the opportunity and support to improve on performance.

6.2 Responsibilities of Staff

- To understand the standards required

- To seek advice when necessary from colleagues, senior colleagues, supervisor, Head of Directorate/Unit or HR.

6.3 Responsibilities of Probation Supervisor Officer

- To ensure that staff are inducted into the unit/directorate
- To clarify the duties and responsibilities to staff
- To agree and set work and training standards including timescales for review with staff
- To provide encouragement and support
- To carry out probationary assessments at such periods as may be agreed.
- To keep records on staff performance during the period
- To share details of shortfalls honestly and promptly to allow time for improvement
- Take necessary corrective measures during the probationary period
- To forward probation reports to Head of unit/directorate for necessary action

6.4 Training for Probation Supervisor

To ensure effective supervision of probation staff, Probation Supervisors will be required to undergo training in

- Effective standard setting, monitoring and feedback
- The responsibilities of Probation Supervisors
- Other relevant Hospital procedures

6.5 Responsibilities of Head of Unit/Directorate

- To appoint Probation Supervisor
- To ensure that the Probation Supervisor goes through the required training
- To ensure that copies of probation standards are forwarded to him/her
- To monitor the probation process to ensure that the right things are done
- To ensure that probation reports are received and forwarded to HR

Note that it is possible for the Head to assume the role of the Probation Supervisor in certain situations

6.6 Responsibilities of HR

- Issue the staff with his/her job description when issuing the contract of employment/appointment letter
- To take the staff through general orientation/induction
- To provide needed advice during the probation period
- To request formal review reports from heads of units/directorates
- To forward recommendations on probation reports to Chief Executive.

6.7 Responsibilities of Chief Executive/Appointing Authority

- To confirm or terminate appointment of staff
- To extend the period of probation for improved performance

7. PROBATION PROCEDURE

These procedures are designed to provide a clear and simple process to assist managers in their management of staff on probation.

7.1 Appointment of Probation Supervisor

On the appointment of a probationer, when HR notifies the Head of Unit/Directorate of it through posting, the Head should appoint a Probation supervisor for the probationer.

7.2 Target Setting

The probation supervisor should within the first month of employment

- Take the probationer through local induction furnishing him/her with the information necessary to enable him/her to commence work
- Clarify the job description to the probationer
- Establish performance standards with the probationer. This should be documented, signed and copies kept by both party.
- Agree and set dates for reviews during the probationary period.

During the probation the supervisor should provide the appropriate support, guidance, training, encouragement and feedback to the probationer.

7.3 Probation reviews

- There shall be a minimum of two formal probation reviews, the first around four (4) months into the appointment and the final towards the tenth month. The time for the final review is to allow time for the recommendation to be considered and the appropriate period of notice given

- Formal reviews should be set up in advance so that both party have time to prepare and to also ensure that there are no interruptions
- At the first review the supervisor will formally discuss the probationer's performance with him/her and a record of the review should be kept stating
 - Whether satisfactory progress has been made towards targets
 - If progress is not satisfactory, outlining areas of improvement and any remedial action necessary
 - Any changes to the targets
 - Set next review sitting

Written documentation is crucial to the probation as it will provide very helpful information for the next review and also provide the basis for the non-confirmation of an appointment in the event of unsuccessful probation. Probationers should be given copies review.

- At the final review, the party will discuss the performance of the probationer against set targets (at the beginning of employment and during the first review) and this should also be documented.

7.4 Confirmation of Appointment

- HR will write to the Head of Unit/Directorate to request for the probation report. The Head, in forwarding the report, will add the Target and review forms.
- If the probationer's performance and conduct have been satisfactory according to the report and the head has recommended for the confirmation of appointment, then HR will forward to the Chief Executive for his approval
- HR will inform the staff in writing of the successful completion of the probation.
- With extension of probation period the Head should write to HR stating the reasons
- If the Head recommends non-confirmation and it is approved by the Chief Executive, in writing to the staff, HR should indicate the reason for the non-confirmation of appointment.
- If at any at time during the probation, before the final report is required, the Head considers that performance is so unsatisfactory that the staff is incapable of meeting the agreed targets so he should seek the advise of HR. HR together with the Head, Probation Supervisor and the Staff (who may be accompanied by a workplace colleague/trade union representative) would meet to discuss the issue. They may recommend termination of appointment before expiration of probation period.
- Terminations shall be subject to notice or where appropriate, pay in lieu of notice

7.5 Right of Appeal

An employee whose appointment is terminated shall have the right to appeal against the decision.

The appeal should be submitted in writing, stating the grounds for the appeal, within seven working days on receipt of the letter of termination, to the Chief Executive/Appointing Authority. The Chief Executive/Appointing Authority shall in turn set up a committee, comprising senior members, none of whom shall have previously been involved in the case, to hear the appeal. The appellant may be accompanied by a workplace colleague/trade union representative.

The Committee will investigate and review the circumstances of the case inviting the Head, Probation Supervisor, the appellant and any others they may find necessary.

The appeal shall be heard not later than seven working days of the appeal being lodged.

The Committee will forward its report and recommendations to the Chief Executive/Appointing Authority for approval and that shall be **final**.

PROBATION FORM 1 - OBJECTIVES/TARGETS/STANDARDS

Part 1 General Information

Name of Probationer..... email Address.....
 Unit/Directorate.....Position/Grade
 Date of appointment.....Phone No.....
 Probation Supervisor.....

Part 2

a) Set objectives related to the job description & specifications for the post and the strategic objectives of the unit/directorate

Objectives	Indications for Success	Timescales

b) Training needs identified for the achievement of the objectives

Training	Method of Training (on-the-job/classroom/external)	Timescale

.....
 Signature of Probationer

.....
 Date

.....
 Signature of Probationer Supervisor

.....
 Date

NOTE: This form should be completed by the Probation Supervisor and Probationer within the first month of the Probationer's appointment. Copies of signed documents should be given to Probationer and some kept by the Supervisor and Head of Unit/Directorate.

PROBATION FORM 2 - REVIEW

Part 1 General Information

Name of Probationer..... email Address.....
 Unit/Directorate..... Position/Grade
 Date of appointment..... Phone No.....
 Probation Supervisor.....

Part 2 Review of Performance

Indicate as appropriate 1st Review Final Review

a) Is the probationer making satisfactory progress towards the objectives agreed following appointment? Yes/No

Objectives	Comments

b) Is the probationer making any satisfactory progress towards the training needs agreed following appointment? Yes/No

Training need	Comments

c) What support/guidance/advice was provided to the probationer?

d) Is there a need to revise targets/training needs or any additional support needed?

Yes/No

Comments

e) Comments on

i) Technical skills and Knowledge

ii) Managerial/supervisory capability (where applicable)

iii) Communication Skills

iv) Interpersonal Skills

Part 3 Recommendation

(To be completed by Probation Supervisor in respect of final review)

I recommend that (please tick appropriate box)

- The appointment should be confirmed
- The probation period should be extended for months.
Give reason for extension and attach relevant document(s)
- The appointment should be terminated

f. Reasons

I confirm that the above represents an accurate record of the issues discussed and the actions taken/recommended during the probation review

Signature of Probationer

Date

Signature of Probation Supervisor

Date

To be completed by the probation supervisor and probationer during the review

Head of Unit/Directorate

Date