



INDUCTION AND PROBATION POLICY AND PROCEDURES

September 2017

Induction and Probation Policy and Procedure

INTRODUCTION

Radius Trust is committed to providing outstanding educational opportunities for all our pupils and students. Part of that commitment is an undertaking to recruit and retain the highest standard of employees.

Employees are recruited and selected following the Radius Trust Recruitment and Selection Policy. This is a clear and objective policy which ensures that the most suitable applicant is appointed to the post.

As soon as the recruitment and selection procedure starts, Radius Trust makes contact with potential applicants who begin their induction to the vacant post and to the Trust. The information we send out and the selection and interview process itself introduces the applicant to Radius Trust structures and systems. All adverts and information packs contain references to the Trust's commitment to safeguarding pupils and students.

The induction procedures will commence with the appointment of the selected candidate and the formal probationary period begins on the first day of employment.

This policy and procedure are designed to ensure that all new recruits are given the opportunity to succeed in their new post. The new recruit will have their role and function explained and will be given a set of initial targets with achievable tasks, which will be reviewed at regular intervals. All new staff are allocated a line manager as a first contact person who will meet with staff at least once a term for 'support' meetings. Disabled staff will be supported by making reasonable adjustments to enable them to work successfully.

INDUCTION PROCEDURE

Recruitment and selection

Radius Trust recognises that the induction process begins during recruitment and selection when contact is first made with potential employees.

Upon receipt of an application, the Trust will ensure that the following documentation is provided in the information pack to applicants:

- A fair and accurate description of the job containing pertinent information regarding duties of the post, salary, grade, lines of responsibility and other relevant information, including statements demonstrating the Trust's commitment to safeguarding pupils/students.
- Literature describing the structure and function of the Trust.

- Guidance notes to assist candidates in completing the application form.

If short-listed, candidates will be given clear details about the interview process including what time to arrive, the duration of the appointment and what is expected of the candidate (if known).

Interviews will be structured in such a way that the candidate, as well as the interviewing panel, can assess whether the job and the candidate are well matched. Prior to interview, the candidate will be required to participate in a teaching session, if appropriate for the post applied for, providing an opportunity to meet some of the students and staff with whom they may be working.

Upon appointment

When a job offer has been made and accepted, an induction programme will be drawn up for use during the early stages of the new recruit's employment. Programmes will vary according to the nature and seniority of the post being filled but will normally incorporate the features outlined below.

In drawing up induction programmes, it will be recognised that certain categories of new employees will have particular needs, e.g. graduates, new teachers, experienced teachers. In such cases programmes will be adjusted accordingly.

Responsibility for various aspects of the induction will be allocated to specific members of staff. In particular, a mentor will be designated and this person will depend on the nature of the new post e.g. a new Learning Support Assistant would have the teacher from their teaching team as their mentor.

The Head/Principal/Executive Head will oversee implementation of the programme and will ensure that all its elements are satisfactorily covered.

Induction checklist

HR will supply employees with information relating to salary and terms and conditions of employment.

The Head/Principal/Executive Head will ensure that new employees receive information relating to:

- The post
- Policies, procedures rules and documentation, including safeguarding and Equality & Diversity policies
- Induction and probationary procedure
- Induction programme for new staff

This information will be issued in such a way and at such a time as to maximise assimilation and understanding. The new employee will be offered opportunities to ask any questions during informal meetings with the assigned line manager, during support meetings and during their induction. Employees are invited to request additional support meetings at any time.

Induction programme

During the first term of employment the Trust will arrange an Induction Programme which will be designed to support practices already put in place during the initial induction period, or will give an overview to a recent appointee.

Preparation of colleagues and the workplace

All those affected by the new employee's arrival will be informed of the starting date and arrangements will be made for the initial stages of the induction programme to be put into operation. The workplace will be prepared in advance to ensure that it is clean and tidy and that all necessary supplies and equipment are provided and are in good working order. Personal storage areas (where applicable) should be emptied and cleaned and keys should be made available for the first day of employment.

First day of employment

Prior to arrival at work, either verbal or written instructions must be given to the new appointee, and in good time, for their use on their first working day. These instructions must incorporate maps, directions, car parking instruction etc. If the employee is required to bring anything (P45, equipment etc) this should be stated.

The new employee should be received and welcomed by a member of the management team and/or the designated mentor.

All new employees will receive an Induction Meeting on the day they commence work, prior to taking up the duties they have been appointed for. This meeting will include a basic introduction to Radius Trust and other necessary information, bearing in mind any formal work training that has been arranged. The employee will be introduced to the job in a manner which is appropriate to both the work and the individual concerned. The timing and nature of the training may vary depending on the nature of the post.

As a guiding principle, the employee will be given tasks which lead to a sense of achievement; these may be jobs that the employee has done before in other employment or jobs that are satisfying without requiring too much instruction or supervision. New employees will be kept busy and occupied but it should be ensured that they are not overloaded.

A balance will be maintained between instruction and supervision and employees should be given the opportunity, experience and practice to consolidate and develop knowledge and skills that they have already acquired.

Role of the mentor in the induction process

On the first day after the induction meeting, arrangements will be made for the new employee to be met by their designated mentor. The mentor will be responsible for ensuring that the new employee is shown the basics of their new role, and be available to answer any initial queries.

Completing the induction process

During the induction period, the new employee will be integrated into their job and into Radius Trust as a whole. Using the induction checklist as a guide, the Management Team will ensure that all essential information is communicated to the employee in an appropriate manner and over an appropriate period.

The new employee's progress will be monitored throughout the induction and probationary period by a series of support meetings as detailed in the Probationary Procedure below.

PROBATIONARY PROCEDURE

All newly appointed staff undergo a probationary period. The purpose of the probationary period is to enable the new appointee to settle into Radius Trust and their new work role as quickly and successfully as possible. If the new appointee is unable to settle into the Trust and/or is considered unsuitable for confirmation in the post, the procedure ensures that appropriate steps have been taken to provide support, record and report on the progress and to identify the stage at which termination can occur.

Management of the probationary period

It is the responsibility of the Head/Principal/Executive Head to ensure that the probationary procedures are followed.

Setting targets

The line manager will agree the initial targets and recommend tasks for the new member of staff. Targets and tasks will be discussed with the mentor if appropriate.

It is important that targets are set and reviewed at regular periods and that they are specific, measurable, achievable, relevant and timed (SMART). Initial targets may include: familiarising oneself with specified relevant systems, e.g. register, admissions, HR, finance; attending specific classes, meetings and briefings. Targets should link to a list of performance related activities and tasks that the new employee should be able to carry out competently within the probationary period which relates to their job description.

Role and responsibilities of the work mentor in the probationary period

The line manager will arrange an initial meeting with the new appointee and their mentor, if appropriate, where the initial targets will be discussed and agreed. At the first meeting the level of support required from the line manager/work mentor will be established and review dates with the Head/ Principal/Executive Head will be set.

The primary role of the line manager/work mentor is to support and encourage the new member of staff and to indicate to the new member of staff if there appears to be a problem that should be taken up with the Head/Principal/Executive Head.

Other key roles are:

- Development: The line manager/mentor will facilitate the development of the working role of the new member of staff. For teaching staff, this may involve task observation and class observation.
- Support: The line manager/mentor will provide information and guidance on aspects of Radius Trust life through the period of induction and probation.
- Sponsorship: The new member of staff may require representation at and/or introduction to a variety of situations, i.e. committees, review meetings etc.
- Giving feedback: The line manager/mentor will encourage the new member of staff to give feedback on how satisfactory they find their new post. If difficulties occur, the line manager/mentor should encourage the new member of staff to discuss the issues with a member of the management team and, if applicable, the line manager/mentor may accompany the new member of staff to the meeting.

Review

Regular review meetings will be held between the new employee and their line manager/mentor and feedback from these meetings will be passed to the Head/Principal/Executive Head. Support will be put into place on an ongoing basis where concerns or issues are raised at any of the meetings. After 3 months the weekly line manager/mentor meetings become monthly and at 6 months the new employee will have an end of probation meeting with the Head/Principal/Executive Head or other appropriate manager (or at 12 months where the probation period is longer).

Any additional support and/or training should be considered at these sessions. An assessment of whether the new member of staff is competent and satisfied with their job should occur before the final review meeting.

Conclusion of the induction and probation period

Providing that the probationary period has been satisfactorily completed, written confirmation will be issued to the member of staff.

Identifying problems

The recruitment, induction and probationary period should prevent things from going wrong. However, if through the process of review and assessment meetings it becomes clear that targets are not being met, and the new appointee is considered unable to fulfil the requirements of the post, the line manager should seek advice and/or support for the new appointee from HR. If it is still considered that the new appointee is unable to fulfil the requirements of the post, consideration should be given to terminating the appointment.

Termination of appointment

The line manager/mentor should report any problems to the management team and HR at the earliest opportunity. Solutions should already have been considered through

the review process. Details of this will be documented. Probationary periods may be extended to give additional time to the process of improving performance.

If, after considering the evidence and seeking advice and guidance as above, it is agreed by the Head/Principal/Executive Head that termination of the appointment will occur, contractual written notice will be given. The right of appeal against this decision will be given, to be conducted in accordance with appeals under the Disciplinary Procedure.

RELATED POLICIES AND PROCEDURES

Appraisal Procedure

Child Protection, Adult Protection & Safeguarding Policy and Procedures

Disclosure Policy

Equality & Diversity Policy

Recruitment & Selection Policy and Procedure