

The Paraplegic and Quadriplegic Association of SA Inc


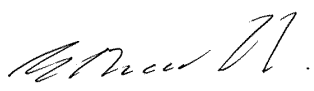


STANDARD OPERATING PROCEDURES

Probationary Review Procedures

STATEMENT

The Paraplegic and Quadriplegic Association of SA Inc (PQSA) is committed to the retention of skilled and knowledgeable staff through the application of a Performance Management System that is fair and equitable. PQSA recognises that new employees/volunteers will need a period of time to become familiar with PQSA and to move toward competency in their new position. The Probationary Review process is designed to: assess an employee/volunteer's suitability to undertake their new role; to identify areas of concern that can be managed and mentored; to ensure the employee/volunteer is confident and has the appropriate knowledge and skills to perform their new role competently.

Approved by:  Chief Executive Officer	Date: August 2013
Registered by:  Manager, Human Resources	Date: August 2013

SCOPE

This procedure covers all divisions of PQSA and applies to all employees, full time, part-time, Casual Support Workers, collectors and volunteers.

PRINCIPALS

The purpose of the Probationary Period is to provide support, orientation, guidance, on the job training and coaching to new employees, allowing them the opportunity to learn and fulfill the requirements of their new position.

To effectively monitor the progress of a new employee during the Probationary Period effectively, the Manager/Supervisor must communicate with, give assistance to and encourage the new employee while they are adjusting to and learning their new position.

During the Probationary Period, the new employee will be evaluating and adjusting to their new position and work environment, determining if expectations are being met and assessing their overall compatibility with PQSA, its mission and values.

Probationary Periods

Probationary Periods are generally 3-6 months in length. The length of the Probationary Period will be stated in the terms and conditions of employment.

In the case of Casual Support Workers, the Probationary Period is specified in their Enterprise Agreement.

The Chief Executive Officer has the discretion to waive or extend the Probationary Period where reasonable justification exists.

Where a suitable candidate refuses to accept the conditions of probation as a condition of employment, the offer of employment must be withdrawn.

Promotion or Transfer

If an employee is promoted or transferred to a new position, the appropriate Probationary Period and review is again required.

Change of Status

An employee cannot change from a probationary status to employment status unless their Probationary Review Form shows an acceptable assessment and the status change is endorsed by the relevant Manager.

Procedures

On commencement of employment, new employees must participate in an Induction Program. The probation process should complement the induction process to help create a positive and supportive working environment, allowing new employees to settle into the organization and learn the key elements of the job, within a reasonable and realistic timescale.

A minimum of two reviews must be conducted by the Manager/Supervisor within the Probationary Period. Additional reviews may be conducted at any time.

The outcome of each review must be documented in writing on the form provided by the HR Department.

The new employee must be afforded the opportunity to read and sign the documented review, and add their own comments if they chose.

Reviews should be interactive and provide the:

Manager/Supervisor with the opportunity to:

- ◆ Review progress;
- ◆ Provide constructive feedback on performance;
- ◆ Discuss problems and concerns;
- ◆ Provide assistance and advice.;
- ◆ Identify any training needs;
- ◆ Clarify the requirements of the position against their conditions of employment, job description and the policies and procedures that must be followed.

The new employee with the opportunity to:

- ◆ Discuss openly any difficulties they are experiencing;
- ◆ Review progress;
- ◆ Provide constructive feedback on performance;
- ◆ Identify any training/mentoring needs.

All Probationary Review forms and any supporting documentation must be completed, signed and forwarded to the Human Resource Department.

Performance Issues

Where performance issues are highlighted during the Probationary Period, the Manager/Supervisor should raise these concerns with the new employee in a timely manner and record them on the new employee's Probationary Review Form, ensuring the form is signed by both parties. The Manager/Supervisor should conduct regular weekly/fortnightly Performance Development sessions with the new employee in accordance with the "Below Standard Performance Procedures".

Extension of Probationary Period.

It may be appropriate to consider an extension to the Probationary Period to allow every opportunity for the employee to reach the required job performance. If this option is being considered, it should be discussed with the Manager, Human Resources prior to the employee being informed. Other than in exceptional circumstances, the Probationary Period would not be extended for more than one (1) month.

The extension of the Probationary Period must be confirmed in writing to the employee at least seven (7) working days prior to the expiration of the Probationary Period. The written extension must clearly outline the reasons for the extension and define objectives to ensure the new employee understands the performance issues in question and the expected performance improvement outcomes.

Confirmation of Employment

The Manager/Supervisor will recommend in writing to their Manager and the Manager, Human Resources that the employee's Probation Period has been satisfactorily completed and employment should be confirmed.

On satisfactory completion of the Probationary Period, the Human Resource Department will issue a Confirmation of Employment Letter that is to be signed by the Manager/Supervisor. Confirmation of employment must happen prior to the completion of the Probationary Period. A signed copy of the letter must be returned to the Human Resource Department to be placed on the employees file.

The Manager/Supervisor must take care to ensure that the Probationary Period does not lapse prior to an appropriate assessment of the employee's skills and suitability to the position. Once the end date of the probation has passed, the employee's employment is confirmed regardless of whether they have received written or verbal advice.

Termination of Employment during the Probationary Period

A fixed Probationary Period does not require PQSA to keep a new employee in employment for the whole of the period if it is clear, on reasonable grounds, that the new employee is not suitable for their new position.

If an employee is deemed unsuitable for their new position for reasons of performance or conduct, the probation period may be terminated on the giving of notice by either party, in accordance with the industrial instrument under which they are employed. Payment may be made in lieu of notice.

Termination of employment can only occur through the process outlined below prior to the end of probation. If termination of employment is necessary after the end of probation has passed, then the disciplinary procedures in the applicable industrial instrument must be followed.

The new employee should be managed in accordance with the processes in these procedures, ensuring that they are provided with appropriate induction, performance management, and development opportunities, prior to being deemed unsuitable for the position. If the employee is deemed unsuitable, the following process will commence prior to the end of the probation period:

1. The staff member shall be advised of, and given an opportunity to respond to, any adverse material which the Manager/Supervisor may consider in a decision to terminate employment.
2. The Manager/Supervisor will make the recommendation to their Manager and the Manager Human Resources that the employment of the employee should be terminated. The Manager/Supervisor will be required to provide a written report to support their recommendation for termination.
3. If termination of employment is approved, the employee will be provided with a written communication detailing the reasons for and confirming the termination.

Appeals and Grievances

Employees have the right to appeal the decision to terminate employment. Appeals against termination must be lodged in writing to the Manager, Human Resources. Appeals must be heard by a Senior Manager and the Manager Human Resources within twenty-four (24) hours of the appeal being lodged. Grievances against the probationary procedures will be handled in accordance with the Grievance Policy and Procedures.

Confidentiality

Documentation relating to new employee Probationary Reviews will be treated with the utmost confidentiality.

RELATED DOCUMENTATION

- Performance Management System Policy
- Support Worker Probationary Review and Assessment Procedures
- Probationary Reviews templates
- Extension of Probation letter template
- Confirmation of Employment letter template
- Appeals procedures
- HomeCare+ Enterprise Agreement 2011
- Grievance Policy and Procedures