

# The Crabtree Academy Trust

Crabtree Lane, Harpenden, Herts. AL5 5PU

Crabtree Infants' School  
Headteacher: Mrs Sally Patrick



Crabtree Junior School  
Headteacher Mr Ian Patrick

## Induction Policy

<b>Name/Department of originator/author:</b>		Ian Patrick Headteacher; Sally Patrick Headteacher.
<b>Name/Title of responsible committee/individual:</b>		Resources Committee
<b>Date issued:</b>		May 2015
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<b>Target audience:</b>		All stakeholders
<b>Date Ratified by Governors:</b>		

The Board of Directors shall conduct the Trust with a view to promoting high standards of educational achievement.

Crabtree Academy Trust is committed to eliminating discrimination, advancing equality of opportunity and fostering good relations between different groups. These factors were considered in the formation and review of this policy and will be adhered to in its implementation and application across the whole school community.

The Crabtree Schools will promote the fundamental British values of democracy, the rule of law, individual liberty and mutual respect and tolerance of those with different faiths and beliefs and will actively challenge pupils, staff or parents expressing opinions contrary to fundamental British Values, including 'extremist' views.

The above policy follows Hertfordshire model policy guidance.

Review Date	Further Comments as Necessary

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## 1. Statement of Intent

Crabtree Academy Trust is committed to providing maximum support for all new members of staff.

This policy includes the general arrangements made for the induction of new staff plus the extra arrangements for NQTs and incorporates the probationary procedure for support staff.

### Arrangements for Monitoring and Review

This policy shall be reviewed at least once every three years in accordance with the Academy Year Planner. The Policies Administrator shall inform the Directors of any changes to the model procedures or statutory or non-statutory guidance.

## 2. Induction Arrangements for all Staff

All new staff are given a copy of the staff handbook which includes a signatory sheet which must be signed and returned within one month. In addition, all members of staff are directed to the staff server (Infants' school) DBS Primary (Junior school) at the start of each academic year to view the annually updated copy of the staff handbook. The signatory sheet must be signed and returned by the end of September.

All staff will be given a mentor during their first term at the school. This will normally be a member of the senior management team or the staff member's line manager, e.g. Inclusion Manager for teaching assistants or the senior midday supervisory assistant for lunchtime supervisors (MSAs). The mentor is responsible for making the new member of staff aware of the day-to-day running of the school, including health and safety issues, and may include an element of direct supervision or work shadowing. A checklist for new staff is given at Appendix 1 to this policy.

In particular, the mentor will ensure that the new member of staff is familiar with the location of the following documentation as appropriate to their role:

- Staff Handbook
- All school policies
- All curriculum policies
- Long, mid and short-term planning
- School Improvement Plan
- School Prospectus
- Relevant child-related data

Each new member of staff (excluding MSAs) will be part of the Performance Management strategy (see Performance Appraisal Policy).

## 3. Induction for newly qualified teachers (NQTs)

*"All qualified teachers who are employed in a relevant school in England must, by law, have completed an induction period. ... Statutory induction is the bridge between initial teacher training and a career in teaching. It combines a personalised programme of development, support and professional dialogue, with monitoring and an assessment of performance against the core standards."*

The school's NQT induction programme follows the guidance set out in the DfE publication *Statutory Guidance on Induction for Newly Qualified Teachers (England)*, revised October 2014. This document sets out the responsibilities of all the parties, including the governing body.

The Trust must be satisfied that the schools have the capacity to support the NQT and that the headteachers are fulfilling their responsibility to provide a suitable post and the necessary support, monitoring and assessment.

The headteacher will appoint an induction tutor for the NQT, to provide day to day monitoring and support, and co-ordination of assessment. This is a very important role and the induction

tutor must have the necessary skills, knowledge and time to work effectively in this role. In particular, the induction tutor should be able to undertake effective coaching and mentoring

The headteacher and the Local Authority must ensure that the duties of the NQT, his or her supervision, personal development and the conditions under which the NQT works are such as to enable there to be a fair and effective assessment of the NQT's conduct and efficiency against the core standards. An important issue at the start and throughout the period is to ensure the suitability of the NQT's post. In particular a suitable post:

- must provide the NQT with the necessary employment tasks, experience and support to enable him or her to continue to meet the QTS standards, and to meet the core standards by the end of the induction period;
- must provide the NQT with a reduced timetable to enable them to undertake activities in their induction programme
- must not make unreasonable demands upon the NQT;
- should not normally demand teaching outside the age range and/or subject(s) for which the NQT has been employed to teach;
- must not present the NQT, on a day-to-day basis, with discipline problems that are unreasonably demanding;
- must involve the NQT regularly teaching the same class(es);
- must involve similar planning, teaching and assessment processes to those in which other teachers working in similar substantive posts in the institution are engaged; and
- must not involve additional non-teaching responsibilities without the provision of appropriate preparation and support

#### **4. Probationary Procedure for Support Staff**

All newly appointed support staff are subject to a 26-week probationary period.

The Directors have chosen to adopt the Hertfordshire County Council Model Probationary Procedure for Support Staff (CSF0117 dated October 2009, revised February 2013). A copy of these procedures is attached at Appendix 2.

## Appendix 1: Checklist for New Staff

<b>Tasks – What you should be shown/told about</b>	<b>Date when completed</b>
Signing in and signing out procedure/security codes	
Where to store personal belongings	
Location of toilets – pupils' & staff	
Tour of school premises	
Location of medical room and first aid procedures	
Allocation of Mentor	
Job description – terms & conditions of role/ Line Manager	
Introduction to colleagues, roles & responsibilities	
Child Protection Policy & procedures	
Health & Safety/Medical Conditions Policies – procedures & First Aiders	
Behaviour Policy	
Behaviour Incident reporting	
Confidentiality	
Duties/rotas	
Mission statement – ethos of school	
Fire drills and procedures	
Keeping fire doors & exits clear	
Staff meetings & briefings	
Use of phones/mobile phones	
Internal/external postal systems	
Tea fund	
Absence reporting procedures	
ICT – Staff Acceptable Use agreement	
Computer log in	

Email login	
Learning Platform	
Staff handbook	
Access to all school policies	
Ordering of lunch (chargeable)	
Assemblies	
Staff Code of Conduct	
Process for support, CPD and Performance Management	
School Improvement Plan	
Overtime claims	
Refund of purchases	
Ordering stock	
School newsletter	
Use of car park	

## Appendix 2: Probationary Procedure for Support Staff

### 1 Introduction

The procedure applies to:

- all non-teaching staff employed by Crabtree Academy Trust.
- staff who are centrally employed by the local authority (LA) **and** who work solely at the school;

The procedure does not apply to:

- teachers;
- peripatetic staff who are centrally employed by the LA;
- school meals staff employed by Hertfordshire Catering or by an external contractor;
- employees of external contractors and providers of services.

(Such staff are covered by the relevant procedures of their employing body)

### 2 Purpose, Scope & Principles

The probationary period provides the opportunity to assess whether the employee is able to perform the duties of his/her job to a satisfactory level. The Headteacher has a responsibility to ensure that the probationer is given every reasonable facility to aid his/her performance. Reports will be prepared by the school which will be objective and constructive with the probationer's attention being drawn to any shortcomings with a view to an improvement being achieved.

A 26 calendar week probationary period applies to all new employees who do not have previous continuous employment with Hertfordshire, regardless of whether they are full of part time.

Although the probationary procedure is only applicable to staff new to Hertfordshire, it is good practice to review closely the work of all new staff. This gives an opportunity to discuss progress so far, any further training needs and any concerns on either side.

The probationary period provides the opportunity to assess whether the employee is able to perform the duties of his/her job to a satisfactory level and to establish his/her long-term suitability for the post.

It is recommended that formal probationary review meetings are held as follows:

- **First review** within weeks 7 – 9
- **Second review** within weeks 13 – 15
- **Third and final review** meeting no later than 20 weeks after their start date.

Consideration must be made to those employees on term time only contracts to ensure that their review meetings take place at an appropriate time in the school term. For example, term time employees whose first 8 weeks of employment include the summer holidays, the first (8 week) review will need to be adjusted accordingly.

This procedure is to be used in addition to normal supervisory arrangements. Review meetings will simply formalise feedback on performance/conduct the employee has already received via normal supervisory and management processes.

The probation period can be extended in exceptional circumstances by the agreement of both the Headteacher and the employee. If the employee does not want an extension to his/her probationary period and his/her performance remains unsatisfactory, then his/her employment will be terminated.

The final review will take place at a time that allows for the employee to be given his/her notice in the event of unsatisfactory performance, so that employment will end by the

twenty-sixth week of employment. This would normally be no later than twenty weeks after appointment.

### **3 Roles & Responsibilities**

#### **3.1 Headteacher/Line Manager responsibilities**

- The letter of appointment to all new support staff will say that his/her employment will be subject to a probationary period of 26 calendar weeks.
- The new employee's roles and responsibilities will be clearly set out (this will form part of a planned induction programme)
- As part of the induction programme, the Headteacher/Line manager will have agreed a date with the employee for the first probationary review meeting.
- Realistic and reasonable standards of performance will be set, which are consistent, and these must be explained to the new employee.
- Adequate support will be available to the employee, as well as feedback (both positive and constructive) on performance, so that he/she can reach the required standards of performance.
- Appropriate action will be taken under this procedure if performance is unsatisfactory during the probationary period. If there are concerns, these will be raised with the employee as soon as possible and not to wait until the-review meetings.
- Training needs will be assessed.
- The employee will be allowed the opportunity for improvement.

#### **3.2 Employee Responsibilities**

- To be aware of the performance standards expected of them and be committed to achieving them
- To inform his/her line manager/Headteacher if he/she needs additional support in order to meet the required performance standards (i.e. coaching, training and development, etc.)
- To identify skills/development areas to pursue and undertake any appropriate training.

### **4 First Probationary Review meeting (within weeks 7-9)**

As part of the normal induction programme, the employee will have already met with their Headteacher/Line Manager to agree a set of key objectives, tasks and targets which will be documented in the Probationary Period Review form and used throughout the probationary review process.

#### **4.1 First Probationary Review Meeting for Employees working at a Satisfactory Level.**

The Headteacher/ Line Manager will meet with the employee to discuss:

- Employee's performance
- Key objectives, tasks and targets
- Sickness/absences
- Any other concerns/relevant issues
- Areas for improvement/timescales and assistance offered

The Headteacher/ Line Manager will complete a Probationary Period Review Form during the meeting and both the employee and line manager will be required to sign

the form. A copy of the form must be placed on the employee's personal file and a copy given to the employee.

A date for the second Probationary Review Meeting will be arranged. This will take place no later than 15 weeks after the employees start date.

#### **4.2 First Probationary Review Meeting for Employees working at an Unsatisfactory Level**

The Headteacher/ Line manager will meet with the employee to discuss:

- Areas of poor performance, unsatisfactory conduct.
- Detail of the help and support that will be provided
- Time period of expected improvement
- How improvement will be monitored and assessed
- Complete and sign the Probationary Review Period form
- Review and complete the Probationary Period Joint Action Plan
- It is advisable that targets given will follow the 'SMART' target tool:
  - Specific
  - Measureable
  - Achievable
  - Realistic
  - Time-bound

The employee will be given the opportunity to explain any reasons why he/she may not be performing to a satisfactory level and will be asked what help or assistance he/she needs.

The Headteacher/Line Manager will complete the probation review form during the meeting and both the employee and line manager will sign the form. A copy of the form must be placed on the employee's personal file and a copy will be given to the employee.

The employee should be sent a copy of the Poor Performance letter following the meeting.

A date for the second Probationary Review Meeting will be arranged. This will take place no later than 15 weeks after the employee's start date.

### **5 Second Probationary Review Meeting (Within Weeks 13-15)**

#### **5.1 Second Probationary Review Meeting for Employees working at a Satisfactory Level.**

The Headteacher/ Line Manager will meet with the employee to discuss:

- Employee's performance
- Key objectives, tasks and targets
- Sickness/absences
- Any other concerns/relevant issues
- Areas for improvement/timescales and assistance offered

The Headteacher/ Line Manager will complete a Probationary Period Review Form during the meeting and both the employee and Headteacher/line manager will be required to sign the form. A copy of the form must be placed on the employee's personal file and a copy given to the employee.

A date for the Third and Final Probationary Review Meeting will be arranged. This will take place no later than 20 weeks after the employee's start date.

## **5.2 Second Probationary Review Meeting for Employees working at an unsatisfactory Level.**

This meeting will take place no later than 15 weeks after the employee's start date. The employee is entitled to bring with them a Union or Professional Association Representative or work colleague and no one else to this meeting.

If the employee's performance, conduct and or attendance remains unsatisfactory the same procedures as stated for the first probationary review meeting must be followed (see section 4.2). Following the meeting, the employee must be informed in writing that if his/her conduct/performance does not improve that his/her employment may be terminated (Poor Performance letter)

A date for the Third Final Probationary Review meeting will be agreed with the employee. This will take place no later than 20 weeks after the employee's start date.

## **6 Third (Final) Probationary Review Meeting (20 Week Review)**

This meeting will take place no longer than 20 weeks after the employee's start date.

### **6.1 Third (Final) Probationary Review Meeting for Employees working at a Satisfactory/ Improved Level.**

If the employee's performance/conduct has continued to be acceptable or has improved to an acceptable standard and this is judged using the criteria set out at the first and second probationary review meetings, the Headteacher must record this on the Probationary Period Review form. The employee should receive a Successful Completion letter.

### **6.2 Third (Final) Probationary Review Meeting for Employees whose performance/attendance/conduct remains unsatisfactory**

If, prior to the third and final review meeting the reviewer is of the opinion that the employee's performance/conduct remains unsatisfactory, the Headteacher should attend the third and final review meeting.

The employee is entitled to bring with them a union or professional association representative or work colleague and no one else to this meeting.

Where termination of employment is an option, a representative from the Trust's HR Advisers may attend to advise the Headteacher.

The following areas must be considered by the Headteacher:

- Areas of poor performance and/or unsatisfactory conduct and/or attendance;
- Areas in which the employee has failed to improve;
- Any reasons the employee presents as to why they are not performing to a satisfactory level.

Taking the above factors into consideration, the Headteacher will make a decision on whether to terminate the employee's contract of employment.

The employee will be informed verbally at the meeting of the decision taken and this decision will be confirmed in writing within 3 working days of the meeting.

If the decision is to terminate employment, the letter will serve the required notice on the employee and must state that the employee has a right of appeal (*see section 11*). The notice period must be timed to ensure that employment ends before the expiry of 26 weeks' service.

## **7 Extension of probationary period**

There may be occasions when it is appropriate to extend the probationary period where exceptional circumstances made it difficult to properly assess an employee's performance/ conduct e.g. extended sickness. This decision will be made by the Headteacher no later than 20 weeks after employment commenced in consultation with the Trust's HR Adviser.

The decision will be confirmed in writing to the employee. The letter will explain the reason/s why the probationary period has been extended, the date it has been extended to and that the employee has agreed to the extension. If the employee does not agree to the extension, the alternative is the termination of his/her employment.

An extension of an employee's probationary period will happen no more than once.

## **8 Serious Failure in Performance**

For cases of serious failure in performance resulting in misconduct or gross misconduct, the School's Disciplinary procedure must be followed.

## **9 Notice Period**

The notice period for all employees in their probationary period is the statutory minimum of one week, except where the employee has continuous service from a previous Local Authority, in which case their notice period will be the statutory minimum for their length of continuous service (e.g. 1 week for every year of continuous service up to 12 weeks). Any notice period given should, wherever possible, be timed to ensure that employment ends before the expiry of the probationary period. Where an employee is given notice of termination, the Headteacher, in consultation with the Trust's HR Advisory Team, may decide whether the employee will work out his/her notice period, or leave immediately with payment in lieu of notice. If the employee is required to work the notice period, the school will pay the salary, if the employee refuses to work his/her notice and no other agreement is made, the school is not obliged to pay the salary. For employees who are entitled to more than the statutory minimum, a payment in lieu of notice may be appropriate.

## **10 Fixed Term Contracts**

All employees on fixed term contracts of more than six months must follow the probationary guidelines in this procedure. Employees with fixed term contracts of less than six months will have an agreed probationary period in place which is appropriate to the duration of his/her contract. Timescales for reviews will be adjusted accordingly.

## **11 Right of Appeal**

If an employee wishes to appeal against the decision to terminate his/her employment, he/she will appeal in writing to the Chair of Governors within seven working days of receipt of his/her termination letter. The Chair will arrange for three members of the Governing Body not previously involved, to hear the appeal. The appeal should take place without unreasonable delay. Advice should be sought from the Trust's HR Adviser prior to the appeal hearing taking place.

## Probationary Process Flowchart

**New Starter to school** - Manager and employee to meet within **first week** to arrange induction programme

- Manager and employee to agree a probationary action plan
- Schedule First Probationary Review Meeting (within weeks 7-9)

### First Probationary Review Meeting (within weeks 7-9)

#### Satisfactory performance

- Complete Probationary Review form (copy to employee)
- Review Probationary Action Plan
- Schedule second review meeting

#### Unsatisfactory Performance

- Complete Probationary Review form
- Review Probationary Action Plan
- Schedule second review meeting
- Follow up meeting with letter outlining:
  - a. points discussed
  - b. any agreed actions
  - c. date of 2nd review meeting
  - d. right of employee to bring union/professional Association rep or work colleague to 2nd review meeting
  - e. enclose a copy of probationary review meeting form.

### Second Probationary Review Meeting (within weeks 13-15)

#### Satisfactory performance

- Complete Probationary Review form (copy to employee)
- Review Probationary Action Plan
- Schedule 3<sup>rd</sup> and final review meeting (20 week meeting)

#### Unsatisfactory Performance

- Complete Probationary Review Form
- Review Probationary Action Plan
- Schedule 3<sup>rd</sup> and final review meeting (20 week meeting)
- Follow up meeting with letter outlining:
  - a. points discussed,
  - b. any agreed actions
  - c. date of 3<sup>rd</sup> and final review meeting
  - d. right of employee to bring union/professional Association rep or work colleague to 20 week review meeting
  - e. enclose a copy of probationary review meeting form.

### Third and Final Probationary Review Meeting (20 weeks)

#### Satisfactory Performance

- Complete Probationary Review form (copy to employee)
- Review Probationary Action Plan
- Confirm Successful completion of Probationary Period in writing
- Copy to employee and in employee's personnel file in school.

#### Unsatisfactory performance

**Head to conduct the meeting whether or not they have been involved in previous meetings. Head to:**

- Outline areas of poor performance or unsatisfactory conduct and where the employee has failed to improve
- Give employee chance to explain any reasons they may have for not performing to a satisfactory level.
- Decision to terminate contract or extend probationary period to be made at the end of the meeting.

#### Termination of Contract

Termination letter sent to employee stating their notice period. Complete leavers form and send to payroll.

#### Extension of Probationary period

Written Confirmation of extension period to be sent to employee stipulating the conditions and notice period if extension is unsuccessful. Final review meeting scheduled where outcome will be satisfactory completion of PP or termination of employment.

