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About This Document

owner	HR
access & use	Restricted to Managers & HR
what it is	<p>A guide that:</p> <ul style="list-style-type: none"> ◆ Provides guidelines and best practices for managers overseeing the probationary period of new employees ◆ Outlines the step-by-step process for managing the probationary period ◆ Provides point-and-click access to the documents needed for each step, along with instructions and examples
who uses it	HR and Managers with direct reports
<p>Note: This document includes sensitive information. It should not be shared with staff members who do not have responsibility for direct reports. Use caution and discretion when using or printing.</p>	

Overview

We monitor and evaluate performance at various stages of employment:

- ◆ New employees or regular status employees in new positions go through a probationary period
- ◆ Regular status employees participate in an annual performance review
- ◆ Employees who are not meeting performance expectations undergo a performance improvement plan with their manager, and
- ◆ Employees who still don't meet performance expectations after the performance improvement plan are subject to involuntary termination.

This guide provides step-by-step guidance on how to manage probationary periods for a new employees or employees in new positions, and directs you to the resources and forms you'll need and answers questions like:

- ◆ How do I manage the probationary period?
- ◆ Who's responsible for what?
- ◆ What happens when an employee successfully completes the period? What if they don't?






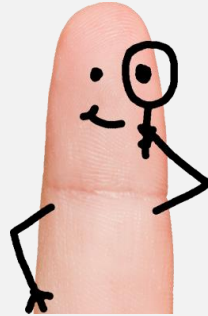
If you require support or guidance relating to probationary periods, please contact CUSTOMIZER: Insert the title of the contact (not their name). Example: HR Manager.

Supporting Documents

There are a number of templates and guides available to support you through the process. The rest of this Guide describes when to use each one, but they're all listed below for quick reference.

Click on an icon in the table below to open that document.

- ◆ Click  to open the template or guide
- ◆ Click  to open instructions on how to use the template, spreadsheet or form
- ◆ Click  to open a completed example of the template or form



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➤ MANAGER

1. Review the **Probationary Period Process** section of the [Performance Management Overview Guide](#). This provides an overview of the process, along with guidelines and tips for managing it successfully.
2. Review the job description created when the position was opened (*Job Description Form*), noting the responsibilities, skills, and success traits required.
3. Create a [Probationary Period Review Form](#) for the position if it wasn't created when the position was opened. Use [List of Competencies](#) as a reference and starting point if needed. Refer to the accompanying *Instructions* document if you have questions about how to complete the form.
4. (Optional) Complete a [Job Procedures Form](#) for the position to communicate the job function and its detailed procedures to the employee, helping to ensure job success.

➤ HR

5. Ensure that the employee's employment agreement clearly stipulates there will be a probationary period, the possibility of an extension, the criteria for evaluation, and the terms if terminated.

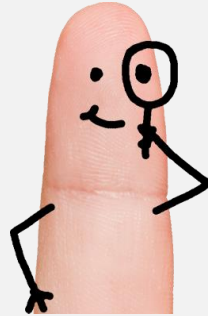
Step 2. Set Expectations

Setting and communicating targets and standards keeps an employee interested and ensures that evaluating performance is hassle-free. It also makes it easier for you to monitor performance and take corrective action.

The first few months in a new position are the most critical as they set the tone for what to expect. From day one, be clear about your expectations.

➤ MANAGER

1. Update the *Probationary Period Review Form* with the hiring information and dates.
2. Provide a copy of the form to HR for inclusion as an addendum to the individual's Employment Agreement. This ensures the employee understands the performance standards up front.
3. When the new employee starts, make sure they understand the expectations for the position. Review the following documents and give them a copy of each:
 - [Job Description Form](#)
 - [Probationary Period Review Form](#)



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- Communication
- Attitude
- Workload
- Punctuality
- Training
- Resourcefulness
- Autonomy
- Attention to detail
- Specific tasks

Step 4. Determine Probationary Period Outcome

➤ MANAGER

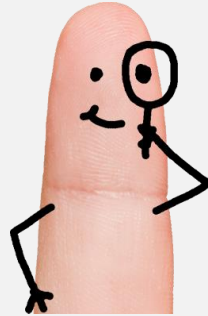
1. When the employee nears the end of the probationary period, retrieve your electronic version of the employee's *Probationary Period Review Form*.
2. Complete the **Status** and **Comments** columns in the form.
3. Print 2 copies of the completed form and sign them both.

➤ HR ➤ MANAGER

4. HR and the manager review the probationary period outcomes and select the appropriate action:
 - Option 1 - Complete the Probationary Period
 - Option 2 - Extend the Probationary Period
 - Option 3 - Terminate Employment

OPTION 1 – Complete the Probationary Period

If the new employee has met performance expectations and successfully achieved the performance objectives during the Probationary Period, notify HR, mark the event with a review meeting and formalize it by letter.



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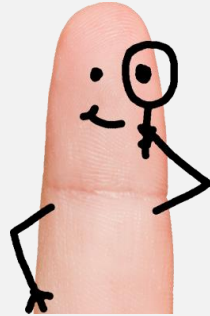
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OPTION 2 – Extend the Probationary Period

If a new employee has not met expectations but there's good reason to believe they will if given more direction and time, you may be able to extend the probationary period. Confirm with HR that the employee's employment contract allows for this.

▶ MANAGER

1. Complete a *Probation Extension Letter*, following the instructions provided in the accompanying Instructions document. This will include setting realistic expectations for accomplishments and goals during the extended probationary period.
2. Meet with HR and the employee (in person) before the end of the probationary period, to provide feedback about performance and/or conduct and discuss why the probation period is being extended.
3. During the meeting:
 - a. Review the following final documents with the employee and provide them with a copy of each:
 - Completed *Probationary Period Review Form*
 - Personalized *Probation Extension Letter***Do not provide these documents to the employee without an in-person discussion.**
 - b. Have the employee sign 2 copies of the form and 2 copies of the letter, and keep 1 copy of each.
 - c. Evaluate the employee's performance, provide feedback, and set goals for the probationary period extension.
4. Scan the signed *Probation Completion Letter* and email it to HR. Save an electronic copy for yourself.
5. Manage performance during the extended probationary period in the same manner as the original period. Set up monthly review meetings with the employee and create reminders to provide regular feedback throughout.
6. At the end of the extended probationary period, consult with HR to determine the appropriate action. In this case, there are only two options: successfully complete the probationary period, or terminate employment.



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