|  |  |
| --- | --- |
| **Personal details** | |
| **Employee Name:** |  |
| **Employee ID Number:** |  |
| **Job Title:** |  |
| **School:** |  |
| **Probation manager:**  **responsible for the probation:** |  |
| **Mentor:** |  |
| **Date of appointment:** | DD/MM/YYYY |
| **Probation end date:** | DD/MM/YYYY |

|  |  |
| --- | --- |
| **Probation review meetings** | |
| **Previous review meeting date:** | DD/MM/YYYY |

**Probation managers and employees must read the** [**Probation Policy**](https://www.st-andrews.ac.uk/policy/staff-employee-relations-probation/probation-policy.pdf) **for detailed information and guidance on the process. A high level summary is outlined below.**

# Purpose of probation

* The probation process ensures that employees who join the University are properly supported and guided during the first 12-months of their employment. Setting clear objectives/goals and ensuring that training, development and mentoring opportunities exist will help the employee make the transition to becoming an established, productive, and successful member of the University.
* Employees are encouraged to reflect on how their work has been carried out, for instance in terms of collegiality, values and broader contributions to the School and University, and consider how their work has supported the strategic aims of the School and University in relation to the strategic themes of [World-leading](https://www.st-andrews.ac.uk/about/governance/university-strategy/world-leading/), [Entrepreneurial](https://www.st-andrews.ac.uk/about/governance/university-strategy/entrepreneurial/), [Diverse](https://www.st-andrews.ac.uk/about/governance/university-strategy/diverse/), [Sustainable](https://www.st-andrews.ac.uk/about/governance/university-strategy/sustainable/) and [Digital St Andrews](https://www.st-andrews.ac.uk/about/governance/university-strategy/digital/).
* All academic employees (‘teaching and research’, ‘education-focused’ and ‘research’) are expected to fully engage in the probation process.

# Objective setting

* The probation manager, with the employee will agree the objectives to be achieved during the probation period. This will be discussed at the Induction/objective setting meeting which should be completed within the first 2-weeks of joining the University. Agreed objectives must be added to the probation review form under each relevant section.
* Objectives should be specific, measurable, achievable, relevant, time-bound and clear communicated for clear understanding. The objectives should allow the employee to display their progress and abilities in the key areas of their role e.g., teaching, research, collegiality, contribution to the School and University, and their professional training and development. The achievement of these objectives will demonstrate that the employee has shown capability and suitability to fulfil the key requirements of the role.

# Probation Review Meetings

* The probation manager and employee should use these meetings to continually assess progress against objectives throughout the probation. Probation Review Meetings should be held at least every 2-3 months. It is recommended that the probation manager schedules these meetings at the start of the appointment to ensure these meetings take place in accordance with the recommended timescales. Any concerns during the probation period should be flagged with the employee and to your [HR Business Partner](https://www.st-andrews.ac.uk/hr/businesspartner/) as soon as possible to provide support and guidance.
* Probation review meetings provide an opportunity for the line manager to provide feedback on performance, and allows the employees to update on their achievements and identify any areas of improvement (if applicable). The meeting provides an opportunity to raise issues or potential barriers to achieving objectives, and where improvement is required, set objectives and discuss how the School could provide support to employees to reach their professional/personal objectives.

# Final Probation Review Meeting

* At the end of the probation period, the probation manager should consider the overall performance of the employee and assess whether the employee has demonstrated sufficient capability, conduct, expertise and suitability to fulfil the role in practice. Where there are concerns, these should be discussed with your [HRBP](https://www.st-andrews.ac.uk/hr/businesspartner/).
* The probation manager **must** conduct the final probation review meeting **at least 2 weeks before the probation end date**. The probation manager must notify [HR Probation](mailto:hr-probation@st-andrews.ac.uk) of the outcome on completion of the final probation review meeting. This email should include all probation documentation so this can saved to the employee’s personnel record.

# Mentoring support

* Employees should be allocated a mentor (who will not be the Head of School or probation manager). The mentor will normally be a senior employee within the department who will help them develop their career in research, teaching and administration. The range of roles a mentor fulfils will vary over time depending on circumstances and the needs of the individuals involved. Typically the activities include being a sounding board, coaching, supporting, providing expert academic advice, providing advice about general matters, identifying sources of information and advice, especially about both short and long term career plans. Further information can be read in the [Academic Probation Mentoring Scheme policy](https://www.st-andrews.ac.uk/staff/policy/hr/mentoringacademicstaff/).
* Employees are encouraged to discuss progress against set objectives with their mentor prior to each probation review meeting.

# Workload deliverables

* The employee will be expected to have an appropriate and balanced academic workload in line with their position, as determined by the probation manager. To help them focus on their teaching and research activities, they are not expected to undertake any substantial academic administrative responsibilities during their probation period. Further guidance on this is outlined in the [Workload Guiding Principles](https://www.st-andrews.ac.uk/policy/academic-policies-quality-and-standards/workload-guiding-principles.pdf). Probation managers should take account of the guidance when developing probation objectives.

**Relevant webpage links:**

* + [New Staff Learning Portal](https://www.st-andrews.ac.uk/osds/essentials/): Information on induction events and mandatory e-learning for new employees
  + [Academic and education-focused staff](https://www.st-andrews.ac.uk/ceed/education-focused-staff/): Information on courses that are available for academic and education-focused staff including PGCAP.
  + [ASDP](https://www.st-andrews.ac.uk/osds/my-development/academic-teaching-staff/asdp/): Information on the Academic Staff Development Programme (ASDP) which includes essential and supplementary workshops for academic employees.
  + [Academic Probation Mentoring Scheme](https://www.st-andrews.ac.uk/staff/policy/hr/mentoringacademicstaff/): provides information on mentoring for newly appointed education-focused staff.

**Guide to filling in the form**

* This form should be used to document progress against set objectives and standards during the probation period.
* Probation managers or employees must add the agreed objectives to the form under each relevant heading. (Each section is highlighted in green).
* For each probation review meeting, use a different row to note your comments.
* The completion of the form can be succinct however where evidence or additional information is necessary, this should be clearly detailed on the form.
* It is recognised that objectives during the probation period will differ depending on the role and discipline therefore it is expected that input for some sections of the probation review form may not be required.
* The probation form is designed as a useful tool to stimulate in-person discussions. Under each heading, there are suggestion discussion prompts to support these conversations. N**ote: not all prompts will be relevant to all roles.**
* Employees are expected to complete all relevant sections of the form (under “Employee comments”) in advance of the probation review meeting, and share with the probation manager. After the probation review meeting, the probation manager should add their comments under “Probation manager comments”. Where applicable, the probation manager should complete [Section I](#_To_be_completed) to identify any areas where improvement is required, outline what the issue relates to, and what action will be taken to address this (ensuring to discuss this with the employee). After the meeting, the probation manager will send an electronic copy of the form to the employee.

**Notes:**

* It is not mandatory to print out this form. Signatures/sign-off can be actioned electronically via email.
* During probation, the probation review form should be retained locally by the probation manager, and a copy issued to the employee.
* The [New Staff Learning Portal](https://www.st-andrews.ac.uk/osds/essentials/) provides essential information for new starts, including a list of all [mandatory training](https://www.st-andrews.ac.uk/osds/essentials/mandatory-training-for-employees/) required to be completed during the probation.
* Once the final probation review meeting is concluded, the probation manager should meet with the employee to confirm the outcome of the probation, and notify [HR Probation](mailto:HR%20Probation%20%3chr-probation@st-andrews.ac.uk%3e) so they can release the paperwork to the employee. Employment will not be confirmed until the employee receives official confirmation from HR.
* The probation policy, FAQs on the probation process, and access to probation documentation can be downloaded from the [Probation webpage](https://www.st-andrews.ac.uk/staff/policy/hr/probation/).

**Contents**

[A. Overview and reflection 5](#_Toc128400726)

[B. Research and scholarship activities 6](#_Toc128400727)

[C. Teaching 7](#_Toc128400728)

[D. Service and leadership 7](#_Toc128400729)

[E. Innovation and Enterprise in your role 8](#_Toc128400730)

[F. Professional development and career progression 8](#_Toc128400731)

[G. Mentoring 9](#_Toc128400732)

[H. Additional comments 9](#_Toc128400733)

[I. To be completed by the probation manager 9](#_Toc128400734)

[J. Sign off 10](#_Toc128400735)

## Overview and reflection

|  |  |
| --- | --- |
| **Main activities and achievements since the previous Probation Review Meeting/Objective Setting Meeting**  Briefly list your main activities and achievements, such as key objectives that have been met, tasks or projects that have been completed, and professional development that has been undertaken. | |
| **Probation Review Date** | **Employee comments** |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |
| **Probation Review Date** | **Probation manager comments** |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |

|  |  |
| --- | --- |
| **Reflection on successes and limits to success**  Briefly state what areas of your work have provided you with the most and the least satisfaction, and consider whether any issues or barriers have arisen that have prevented you from achieving your objectives. | |
| **Probation Review Date** | **Employee comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| **Probation Review Date** | **Probation manager comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |

|  |  |
| --- | --- |
| **Development needs and support**  State whether any development programmes or training might help you achieve your objectives. Raise any ideas for support that could be provided by the School, or by the University. | |
| **Probation Review Date** | **Employee comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| **Probation Review Date** | **Probation manager comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |

## Research and scholarship activities

|  |  |
| --- | --- |
| **Objective:** | |
| **Conversation prompts:**   * Contribution to the research community. * Working towards a robust research plan (including pedagogical outputs). * Working towards producing a grant application. * Awards, including nominations, professional development certificates, and key academic talks. * Developing links and contacts with relevant external bodies. | |
| **Probation Review Date** | **Employee comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| **Probation Review Date** | **Probation manager comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |

**Impact, knowledge exchange and outreach activities**

|  |  |
| --- | --- |
| **Objective:** | |
| **Conversation prompts**  Impact, knowledge exchange and outreach activities that have been undertaken, including any internal or external funding that has been sought and/or awarded. | |
| **Probation Review Date** | **Employee comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| **Probation Review Date** | **Probation manager comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |

## Teaching

|  |  |
| --- | --- |
| **Objective:** | |
| **Conversation prompts**   * Quality in teaching and assessment e.g. via peer review feedback of teaching; student feedback external examiners; mentor; Deans. * Innovation in teaching e.g. writing new material for courses, delivery of teaching using technology and/or other innovative techniques. * Contribution to the curriculum planning and development. * Implementing and teaching at least one module in the employee’s discipline to a high standard. * Adherence to all quality assured procedures and demonstration of a commitment to enhancement of student learning and the wider student experience. * Contributing effectively to student support, including dealing timeously with questions and communications from students. | |
| **Probation Review Date** | **Employee comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| **Probation Review Date** | **Probation manager comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |

## Service and leadership

|  |  |
| --- | --- |
| **Objective:** | |
| **Conversation prompts**   * Positive and engaged contribution to School activities and committees, demonstrating collegiality and collaboration. * Development of activities which contribute to the delivery of one or more of the University strategy themes as appropriate according to the School business needs. * Involvement in School and University activities including attendance at School Boards. | |
| **Probation Review Date** | **Employee comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| **Probation Review Date** | **Probation manager comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |

## Innovation and Enterprise in your role

|  |  |
| --- | --- |
| **Objective:** | |
| **Conversation prompt:**  Highlight any areas where you have made innovations or have been enterprising in your role or as part of the wider School/University, including those that support the [University’s strategic goals](https://www.st-andrews.ac.uk/about/governance/university-strategy/world-leading/). | |
| **Probation Review Date** | **Employee comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| **Probation Review Date** | **Probation manager comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |

## Professional development and career progression

|  |  |
| --- | --- |
| **Objective:** | |
| **Conversation prompt:**   * Engaging in professional development activities in accordance with the role/discipline. E.g., working towards the completion of the [Postgraduate Certificate in Academic Practice (PGCAP)](https://www.st-andrews.ac.uk/ceed/education-focused-staff/pgcap/); [Academic Staff Development Programme (ASDP)](https://www.st-andrews.ac.uk/osds/my-development/academic-teaching-staff/asdp/). * Actively engaging with the probation manager, mentor, colleagues and other resources available to the employee to acquire the skills and knowledge necessary to contribute to the School as an established academic. * Successful completion of all mandatory and recommended training. * Undertaking professional CPD in discipline, where relevant. * Progress towards membership of a relevant professional institution, where applicable. | |
| **Probation Review Date** | **Employee comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| **Probation Review Date** | **Probation manager comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |

## Mentoring

|  |  |
| --- | --- |
| Do you have a mentor? Is this a formal mentoring arrangement (please specify which one), or an informal setup? Is this working well for you? | |
| **Probation Review Date** | **Employee comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| **Probation Review Date** | **Probation manager comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |

## Additional comments

|  |  |
| --- | --- |
| **Please use this space to comment on any other matters that have not already been documented/covered in other areas of the form.** | |
| **Probation Review Date** | **Employee comments** |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |
| **Please use this space to provide a summary of performance/conduct/capability/absence in addition to any other observations/comments that have not already been documented. Areas of concern should be documented in** [**section I**](#_To_be_completed) **below.** | |
| **Probation Review Date** | **Probation manager comments** |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |
| DD/MM/YYYY |  |

## To be completed by the probation manager

|  |  |
| --- | --- |
| **Developmental requirements** | |
| Please use this space to highlight any areas that require improvement. Describe what the issue is e.g., what does the employee need to demonstrate? What objective does this relates to (if applicable)? What action will be taken to address this (e.g. training, and date to achieve this by). | |
| **Probation Review Date** | **Probation manager comments** | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |
| DD/MM/YYYY |  | |

## Sign off

|  |  |  |
| --- | --- | --- |
| If you are not satisfied that the comments noted on this form are an accurate reflection of the conversation that took place, please note the areas of concern here and then return the form to your probation manager for further discussion, otherwise please sign below and return to the probation manager. | | |
|  | | |
| **By signing this form, the probation manager and employee are confirming that it is an accurate reflection of the conversation that took place during the review meeting.** | | |
| **Probation Review Date** | **Employee e-signature** | **Probation manager e-signature** | |
| DD/MM/YYYY |  |  | |
| DD/MM/YYYY |  |  | |
| DD/MM/YYYY |  |  | |
| DD/MM/YYYY |  |  | |
| DD/MM/YYYY |  |  | |