

To ensure that all new team members get the best start in their new position either at HQ or practice, it is now policy that they receive regular reviews during their six month probationary period.

We are now providing some specific guidelines for Department heads (HQ) and Fish & Sharks (at practice) and to help support the process and we have created a new probationary review form to capture the details of each discussion.

Specific dates should be set for probationary review meetings, to help monitor the team member's progress effectively, celebrating success, identifying development needs and to flag any issues of concern. These meetings are a two way conversation and will give the team member an opportunity to give feedback on how they are adapting to their new work environment. A review should take place for every new team member by the end of month one, two, four and a final review and sign off at month six.

Best practise

- Book the reviews in your outlook calendar and make your new team member aware of the dates.
- Think about where you will hold the reviews and plan them in a location which is private and where you won't be disturbed.

Essential

1. Make sure that the form is signed by you and the team member, to agree any actions you have discussed during the review.
2. Please ensure that any copies of the form are held in a secure area in practice (locked filing cabinet, or drawer) by the reviewer.
3. Attendance levels need to be collated in advance by Department heads, Sharks & Fish. This information is the colleague's Bradford Factor (guidelines below) and needs to be populated on the review form ready for discussion
4. Please note that if an employee is covered by the DDA (Disability Discrimination Act), reasonable adjustments must be made to facilitate their integration to the work place. The HR team at HQ will give advice and support for any team member covered under the DDA.
5. If for any reason you wish to extend the probation period or terminate employment of a team member who is under probation, then a discussion should held in advance with a member of the HR team at HQ. They will advise and guide you accordingly and refer back to the existing review documents which are recorded on file.

Bradford Factor

The Bradford factor is a formula used to calculate the impact of employees' absences on the company.

Bradford factor scores are based on the frequency and length of an employee's absence during a rolling 52 week period. The score does not change pro rata for a colleague who has less than 52 weeks service which will be the case during the probationary period.

The formula used is:

$$B = S^2 \times D$$

Where:

B = Bradford factor score

S = total number of spells (instances) of absence for that individual in the given period

D = total number of days the individual was absent during the given period

People HR is set up to display a colleague's Bradford Factor automatically on the colleague's "Planner" page.

Bradford Factor	Level
0	Excellent
1-25	Good
26-100	Fair
100+	Poor

Example

Colleague has 2 occasions of absence. 1st occasion is 1 day off, 2nd occasion is 2 days off.

The Bradford factor would be $2^2(\text{occasions}) \times 3$ (1 day sick + 2 days sick). The score would be 12.

At each review stage, we need you to capture any discussions and agreed actions using the form and a copy will remain on the team member's employee file under People HR. This will need to be scanned in and sent to HR@hakimgroup.co.uk at each review stage.