



Date: 16/09/2026
Our ref: 01/FOI/26/017493/C

FREEDOM OF INFORMATION REQUEST REFERENCE NO: 01/FOI/26/017493/C

I write in connection with your request for information dated 21/08/2026, received by Greater Manchester Police (GMP) for the following information:

I am writing to request information under the Freedom of Information Act 2000 concerning your force's procedures for probationary police officers under Regulations 12 and 13 of the Police Regulations 2003.

Please provide copies of any policies, procedures, guidance documents, standard operating procedures, flowcharts, manager guidance, forms, checklists or other written material held by your force concerning:

- 1. Regulation 12, including the extension of a police officer's probationary period; and*
- 2. Regulation 13, including the assessment of whether a probationary officer is fitted physically or mentally to perform the duties of the office, is likely to become an efficient or well-conducted constable, and/or any process for considering the dispensation of a probationary officer's services.*

I am particularly interested in identifying whether your force's Regulation 13 policy, procedure or guidance:

- refers expressly to Regulation 12;*
- requires or encourages consideration of an extension of probation before or during a Regulation 13 process;*
- provides for additional training, development, support or an improvement period instead of, or before, dispensation;*
- provides for an officer's probationary period to be extended where further time is required to assess their performance, development or suitability;*
- explains the circumstances in which Regulation 12 may be used as an alternative to, or alongside, Regulation 13.*

Relevant period

Where possible, please provide the version or versions of these documents that were in force between 1 August 2021 and 31 August 2023.

If a relevant document was revised during that period, I would be grateful for each version that applied.

If the historic version is no longer routinely available but is retained in an archive, document-management system or other records, please include that version if it can reasonably be retrieved.

If this is not possible, I will accept the latest/current version.

Documents available online

If any of the requested information is already publicly available, I am content to be directed to it rather than requiring a duplicate copy.

However, I would be grateful if you could provide the specific webpage or direct document link, together with the title and version/date of the relevant document.

I make this request because, in previous FOI responses from police forces, I have on occasion been advised that the requested document is available elsewhere online, but the link supplied has subsequently been unavailable, broken or has not led to the relevant historical document. Accordingly, if the document is publicly available, please either:

- provide a functioning direct link to the document; or*
- if the link is no longer operational, provide a copy of the document if it remains held by the force.*

For clarity, I am seeking policy and procedural material only. I am not requesting personal data, individual case files or information identifying any particular police officer.

If any part of this request would exceed the appropriate cost limit under section 12 FOIA, I would be grateful if you would first prioritise:

- 1. the principal Regulation 13 policy/procedure;*
- 2. the principal Regulation 12 or probation-extension policy/procedure; and*
- 3. any document demonstrating whether Regulation 12 or an extension of probation is considered within the Regulation 13 process.*

Result of Searches

Following receipt of your request searches were conducted within Greater Manchester Police (GMP) to locate information relevant to your request. I can confirm that the information you have requested is held by GMP.

Please see the attached Student Officer Probation Management Toolkit, versions 8-11 and the Student Officer Probation Policy, versions 10-12.

Student Officer Probation Management Toolkit

Version 11

Greater Manchester Police

May 2023



TOOLKIT IMPLEMENTED: December 2013

REVIEW DATE: September 2019

POLICY OWNER: Strategic Resourcing Branch

ASSOCIATED PROCEDURE: Student Officer Probation Policy

PROTECTIVE MARKING: Not protectively marked

IF REVISED, PLEASE COMPLETE TABLE BELOW

☒ Revised

VERSION NO	DATE	SUMMARY OF CHANGES	AUTHOR(S)
1	December 2013	New Management Toolkit to support the Student Officer Probation Policy	Policy and People Relations
2	March 2017	Updated to reflect the change to GMSS and Divisions to Borough	Policy and People Relations
3	March 2018	Merged with HR Toolkit	Policy and People Relations
5	July 2018	Updated to reflect change of Borough to District and amended to include the Casework Manager in the authorisation process.	Policy and People Relations
6	Sept 2018	Amended format of Memo for extension to probation period to Head of HR Branch Removed Notification of extension letter and linked to template letter toolkit	Policy and People Relations
7	23 Feb 2021	Updated due to HR Branch review	Strategic Policy & People Relations
8	May 2021	Flowcharts for managing attendance and performance included. Probation extension request memo changed to form. Clarification of procedures throughout.	Strategic Policy & People Relations
9	January 2022	Clarified that at a Stage Three meeting under Regulation 13, the probation period can be extended at that meeting under Regulation 12 if dismissal is not the outcome. Ammended to incorporate the PEQF entry route	Strategic Policy & People Relations
10	November 2022	Maternity and PSB reasons added to request for probation extension under Regulation 12	Strategic Policy & People Relations
11	May 2023	Amended to confirm new HR Ops responsibilities	Strategic Policy & People Relations

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1. Introduction

This management toolkit is designed to:

- be read alongside the Student Officer Probation Policy
- provide clear guidance to managers of student officers, and
- set out the steps to take if a student officer isn't reaching the required standard.

Following the policy

It's important to make sure you read and follow the Student Officer Probation Policy so that we're consistently and fairly managing performance and attendance during the Probation Period under Regulation 13 of Police Regulations 2003.

If you don't follow the Student Officer Probation Policy and this guidance, the officer may have the right to make a complaint to an employment tribunal and GMP may be ordered to pay compensation.

If you are unsure of the action you need to take, you should contact GMSS or phone x

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2. Roles and Responsibilities

2.1 Designated Manager

Student Officers will have different Designated Managers during their probation period. Designated Managers will have line management responsibility for student officers for the purposes of the Student Officer Probation Policy. Once they're posted to a District this responsibility will normally pass to their Response Sergeant with support from a Tutor Constable and Tutor Unit Sergeant for the Tutorship Phase. After the Tutorship Phase the responsibility will pass to their Designated Manager with the support of the Tutor Unit Sergeant. You'll monitor their performance and attendance against the standards required to be an effective police constable under Regulation 13 of Police Regulations 2003.

It'll be up to you to discuss areas for improvement with the student officer and if needed agree a development action plan. Each student will receive a document which gives clear guidance on what is expected throughout their assessment process. You should review the student's performance against the relevant document and decide if additional support and training is required to help them reach the necessary standards required to be an effective police constable. Support can consist of but is not limited to:

- Extensions to probation
- Dedicated portfolio days
- Coaching/Mentoring
- OHWU
- Access to Work

Where performance or attendance is not at the required standard, you'll need to arrange a formal meeting at Stage 1 under Regulation 13. When you arrange any meetings it's important you consider the availability of the student officer's representative if they choose to have one. You'll decide what further help and support will be provided.

You can request an extension to their probation period under Regulation 12 at any time in their probation period (Please refer to section 3.7). This must be completed before the student officer is confirmed in rank. The student officer must be told and this confirmed in writing to them before their confirmation in rank date, otherwise they will be confirmed in rank and would be dealt with under Standards, Performance and Attendance Policy. If the student officer's probation is extended, you'll need to monitor their progress closely and ensure that your HR Caseworker is kept up to date.

If progress isn't made and maintained to the required standard, you will need to request a HR Caseworker by sending an email to X outlining the reasons for the request. You will then discuss the student officer with your HR Caseworker and subsequently gain approval from the District Superintendent to hold a Stage 2 Meeting. If the District Superintendent decides to hold a Stage 2 meeting you'll arrange this meeting on their behalf but contact X and request HR support for the District Superintendent (this may be a new HR Caseworker or the HR Senior Partner. Attend the meeting to discuss what action and support has already taken place for the student officer.

Following the Stage 2 meeting the Stage 2 Chair will write to the student officer with the outcome.

Once a student officer is assessed as being suitable to confirm in rank tell:

- your RMU/SPOC
- the supervisor of the Initial PEQF training programme (Class trainer with support of training Sergeant/Inspector where necessary) the Chief Superintendent's' PA

2.2 District Superintendent

When a manager has continued concerns about the performance or attendance of a student officer they'll discuss the case with you.

It's up to you to decide whether to hold a meeting at Stage 2 of the policy. At the meeting you'll decide what further support is needed.

If the required standards still haven't been met, you'll consider whether to request the arrangement of a Stage 3 hearing through discussion with the District Chief Superintendent.

2.3 People and Development Branch

HR Caseworker Manager

The HR Caseworker Manager will:

- allocate an HR Caseworker to support the process of Regulation 12 Extension Probation Requests and Stages 1, 2 and 3 of Regulation 13; and

Head of HR Operations

The Head of HR Operations will:

- consider Regulation 12 Extension of Probation Request of Student Officers
- hear cases and provide a recommendation at Stage 3 of this policy on behalf of the Chief Constable.

HR Caseworker

The HR Caseworker will:

- advise and support the manager/trainer with Regulation 12 Extension Probation Requests and Stages 1, 2 and 3 of Regulation 13
- attend meetings and hearings as required
- a different HR Caseworker or HR Senior Partner will act as an advisor to the Chair at the Stage 2 Meeting
- support the Head of Operations to prepare paperwork and recommendations following a Stage 3 hearing
- record action under this policy on the student officer's electronic personal record

HR Senior Partner

- to support the Head of HR Operations at the Stage 3 Meeting as an advisor
- arrange for the authorisation of any Regulation 12 Extension Probation Requests by the Head of HR Operations
- may attend and act as an advisor to the District Superintendent in Regulation 13 Stage 2 meetings

HR Business Administration Apprentice

- record any extension to a Student Officer's Probation Period on itrent
- file any paperwork relating to the extension on the personal file

Greater Manchester Shared Services (GMSS)

GMSS will:

- provide initial advice and support to managers at Stage 1, 2 and 3 of this Policy.
- follow the Police Officer Leaver's Procedure if the outcome at Stage 3 is dismissal

Resource Management Unit/SPOC

On receiving confirmation in rank for a Student Officer RMU's will:

- update their systems, and
- advise GMSS and send them a copy of the student officer's confirmation certificate for placing on their personal file.

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3. Overview of process

3.1 Handover form to District

Uniform Training

When a student officer begins their initial training they will have an individual electronic portfolio to store a Records of Evidence and Workbooks.

These documents will stay with the student officer throughout their probation period.

When the individual is coming to an end of their tutor phase the evidence and completed workbooks will be assessed by the tutor unit then verified by the assessment team.

Following this a tripartite meeting will be held with the individual, a representative from training and a representative from the student's district.

If the student has met the required standard they are considered to be ready for independent patrol. If the student has not met the required standard supportive measures will be put in place such as a development plan and an extension to their tutor phase considered. If the student fails to meet the requirements after a reasonable period of time, considerations should be given to Regulations 12 and 13.

When the individual is coming up to the end of their initial, a Handover Meeting will be held with the Tutor Unit of the district to discuss each student officer.

District

The District Tutor Unit Sergeant will attend a "Handover Meeting" to gain an understanding of the student officer before the move onto district.

The electronic portfolio records of evidence and workbooks should be continued completed throughout the remaining probation period until the student officer is confirmed in rank.

3.2 Tutorship Phase

When the student officer arrives on district, they will complete a Tutorship Phase. This is to allow the student officer time to develop under the direction of a Tutor Constable and signed off as competent for independent patrol.

For the student officer to be signed off as competent for independent patrol, they must complete and pass all the appropriate assessments for the learning programme.

For assessments to be completed the form must be signed to confirm they are fit for independent patrol by their Tutor Constable. This form should be uploaded on Learning Assistant, along with all other required supporting documentation.

The Student Officer Assessment Development Coordinator (SOADC) will manage the tutor documents throughout the tutor phase and ensure that the internal quality assurance is completed for each student officer.

When the individual is coming to an end of their tutor phase the evidence and completed workbooks will be assessed by the tutor unit then verified by the assessment team.

Following this a tripartite meeting will be held with the individual, a representative from training and a representative from the student's district.

If the student has met the required standard they are considered to be ready for independent patrol. If the student has not met the required standard supportive measures will be put in place such as a

development plan and an extension to their tutor phase considered. If the student fails to meet the requirements after a reasonable period of time, considerations should be given to Regulations 12 and 13.

Once the student officer has completed their Tutorship Phase and all assessments are completed, this must be signed off on the Student Officer Progress Report.

The student officer's performance and attendance needs to be monitored during the tutor and independent patrol phase. If the performance or attendance is not at or falls below the required standard then consider if action under Regulation 13 is appropriate

3.3 Stage 1

Designated Manager

If you have concerns about the attendance and/or performance of a student officer, this should be addressed with them at the earliest opportunity. Following this an informal development plan should be put in place to allow clear objectives and timescales to be met. If the student officer does not meet the required standard of improvement on the informal development plan, then consideration must be given to holding a Stage 1 Meeting under Regulation 13.

Write to the student officer to invite them to a meeting using the letter template. Send this to the student officer alongside the Stage 1 Report at least five days before the meeting.

Stage 1 meetings are to be held by the Designated Manager.

Refer to the How to Prepare for a Meeting tool and contact GMSS if further advice is required.

At the meeting

Designated Manager

Your role in the meeting is to ensure:

- the student officer understands they have the opportunity to have a representative if they wish
- everyone has the chance to speak
- the student officer understands the consequences of not reaching the standards required under Regulation 13 of the Police Regulations 2003
- you outline the management case
- you consider all evidence and mitigation when deciding the outcome
- you will be the make the final decision on the outcome of the meeting

You may be supported by a HR Caseworker if a complex case.

HR Caseworker (if required)

Your role at the meeting is to advise and support the Designated Manager as well as taking notes.

After the meeting

Designated Manager

Write a development action plan and include the support you'll provide and what action the student officer must take. Refer to the Tips for Writing a Development Action Plan tool.

Following the Stage 1 meeting you'll use the letter template_ and write to the student officer with the outcome. You'll send this outcome letter, agreed development plan and Stage 1 Report to X to be saved on the officer's personal file and for Itrent to be updated.

Review whether a referral to OHWU is required, if you haven't already referred them.

HR Caseworker(if present)

Support the manager/trainer in the writing of the outcome letter and development action plan. This should then be placed on their personal file.

Complete the Student Officer UDF on Itrent for recording and monitoring purposes.

Review

Designated Manager

Regularly review the student officer's overall progress in line with the set development action plan and liaise with the HR Caseworker (where appropriate).

At the end of the set review period you'll need to consider:

- the progress that has been made
- the standards required of a student officer at this stage of their probation
- the help and support that has already been provided, and
- what more could be offered.

There are template letters available to confirm the outcome of your review to the student officer.

Once completed, the outcome letter of the review should be sent to X and placed on personal file.

If the student officer is not at the required standard, please refer to Stage 2 below.

3.4 Stage 2

Before the meeting

Designated Manager

Where you consider the student officer's performance/attendance is still unsatisfactory a meeting with the District Superintendent will need to be arranged. This is for the District Superintendent to review the paperwork and circumstances to make a decision on whether to progress to Stage 2. For this meeting you should send to the District Superintendent a copy of the Stage 1 Report, Stage 1 Outcome Letter, agreed development plan alongside a brief update as to the reasons for the need to hold a Stage 2 meeting.

If they agree, arrange the meeting but request HR support via X (this may be a HR Caseworker or HR Senior Partner) to ask them to attend as the advisor to the District Superintendent at the Stage 2 meeting and also request a HR Caseworker to support you through this process (if not already appointed)

If you need a HR Caseworker to support you, send an email to the X [to request a HR Caseworker.](#)

For the Stage 2 meeting, with support from the HR Caseworker complete the Stage 2 Report. The report will include:

- evidence to show their performance or attendance isn't at the required standard
- previous action you've taken
- the support and help that's been provided
- the outcome of the Stage 1 meeting
- any information from the Occupational Health and Welfare Unit, and
- any information from other managers, Trainers or Tutor Constables.

Once the report is completed, you will invite the student officer to the meeting using the letter template ; at least five days before the meeting..**At the meeting**

District Superintendent

Your role in the meeting is to ensure:

- the student officer understands they have the opportunity to have a representative if they wish
- everyone has the chance to speak
- the student officer understands the consequences of not reaching the standards required under Regulation 13 of the Police Regulations 2003
- you consider all evidence and mitigation when deciding the outcome.

You will be supported by a HR representative who has not previously been involved in this case.

HR Representative (supporting the District Superintendent)

Your role in the meeting is to:

- advise and support the District Superintendent
- take notes

Designated Manager

Your role in the meeting is to ensure:

- you present the management case and will be supported by the HR Caseworker who has supported you throughout

HR Caseworker (supporting the Designated Manager)

Your role in the meeting is:

- to advise and support the designated manager
- take notes

After the meeting

District Superintendent

You will confirm your decision in writing to the student officer using the letter template and write a development action plan (if appropriate) The HR representative will advise and support you with this.

HR representative (supporting the District Superintendent)

Update the Student Officer UDF on Itrent for recording and monitoring purposes.

Designated Manager

Review whether a referral to OHWU is required, if you haven't already referred them.

Write a development action plan and include the support you'll provide and what action the student officer must take. This will be in conjunction with the letter provided by the District Superintendent. Refer to the Tips for Writing a Development Action Plan tool.

Once completed, the development action plan and outcome letter should be sent to the HR Caseworker for confirmation.

HR Caseworker (supporting the Designated Manager)

You should advise and support management in writing the development action plan. Once completed the Stage 2 Report, Stage 2 Outcome Letter and development plan to be saved onto the personal file.

Review

Designated Manager

Regularly review the overall progress in line with the set development action plan and liaise with the HR Caseworker.

At the end of the set review period you'll need to consider:

- the progress that has been made
- the standards required of a student officer at this stage of their probation
- the help and support that has already been provided, and
- what more could be offered.

After the time set for improvement has passed, where you consider the student officer's performance/attendance is still unsatisfactory discuss this with your allocated HR Caseworker.

There are template letters available to confirm the outcome of the review to the student officer and tell them if a Stage 3 hearing will be arranged.

Once completed, the development action plan and outcome letter should be sent to the HR Caseworker for confirmation and placing on personal file.

If the student officer is not at the required standard, please refer to Stage 3 below.

3.5 Stage 3

Before the hearing

Designated Manager

Where you consider the student officer's performance/attendance is still unsatisfactory a meeting with the District Superintendent will need to be arranged. This is for the District Superintendent to review the paperwork and circumstances to make a decision on whether to progress to Stage 3 in liaison with the Chief Superintendent. For this meeting the designated manager should send to the District Superintendent a copy of the Stage 2 Report, Stage 2 Outcome Letter, agreed development plan alongside a brief update as to the reasons for the need to hold a Stage 3 meeting. You need to prepare a Stage 3 Report for the Head of HR Operations who'll run the Stage 3 meeting. Included in the Stage 3 Report is:

- evidence to show their performance or attendance isn't at the required standard

- previous action you've taken
- the support and help that's been provided
- the outcome of the Stage 1 and 2 meetings
- any relevant information from the Occupational Health and Welfare Unit, and
- any relevant information from other Managers, Trainers or Tutor Constables.

Write to the student officer to invite them to a meeting using the letter template. Send this to the student officer alongside any evidence listed in the invite letter at least five days before the meeting.

HR Caseworker (supporting the Designated Manager)

The HR Caseworker role will be to support you and advise you with the management case.

At the hearing

Head of HR Operations

Your role in the meeting is to ensure:

- the student officer understands they have the opportunity to have a representative if they wish
- everyone has the chance to speak
- the student officer understands the consequences of not reaching the standards required under Regulation 13 of the Police Regulations 2003
- you consider all evidence and mitigation when deciding the outcome.
- You will then provide a recommendation to the Chief Constable (if appropriate). If you are not satisfied that dismissal is appropriate at this stage then you can extend the student officer's probationary period for an additional period of time at this meeting under regulation 12.

During this process you will be supported by a HR representative who has not been involved in the case previously.

HR representative (supporting the Head of HR Operations)

Your role in the meeting is:

- to advise and support the Head of HR Operations
- take notes

Designated Manager

Your role in the meeting is:

- to present the management case and you will be supported by the HR Caseworker

HR Caseworker (supporting the Designated Manager)

Your role in the meeting is:

- to advise and support the Designated Manager/
- to take notes

After the hearing

HR Caseworker (supporting the Head of HR Operations)

You should prepare a letter on behalf of the Head of HR Operations to:

- confirm the outcome, and
- provide a full written record of the hearing.

The outcome of the hearing should be confirmed in writing to the student officer within 48 hours of the hearing.

If the Head of HR Operations recommends to the Chief Constable that the student officer should be dismissed under Regulation 13 of the Police Regulations 2003, you should also prepare the following for the Chief Constable:

- all case papers
- a report setting out the reasons for the recommendation
- any documents or reports provided by the student officer to be considered as part of the Reg 13 meeting.
- a covering memorandum, and
- a memorandum of dismissal for the Chief Constable to sign if they agree to this course of action.

This should reach the Chief Constable within 10 days of the Stage 3 hearing.

If the Head of HR Operations decides that the student officer should be given a further period of time to improve their performance, then you should prepare a letter confirming the extension to probation under Regulation 12.

3.6 Dismissal

HR Representative (supporting the Head of HR Operations)

- Where the Chief Constable has dismissed a Probationary Constable and or given them the option to resign as an alternative to dismissal you should contact the line manager and ask them to complete a Leaver Form with the staff member without delay.
- To avoid any overpayment, make an initial telephone call to GMSS to inform them of the dismissal/required to resign and provide last day of service date.
- Refer to the Leavers Toolkit for further guidance.
- You must also complete the Student Officer UDF on Itrent for recording and monitoring purposes.

Designated Manager (with support from the HR Representative)

If the Chief Constable decides to dismiss the student officer, or they choose to resign as an alternative to dismissal you should:

- tell the District Superintendent
- complete a Leavers Form with the individual
- forward the completed Leavers Form to the RMU (or RMU SPOC) and
- Email the Professional Standards Branch to inform them that student officer has either been dismissed or resigned whilst under Stage 3 reg 13 process. their information. Using standard template in Student Officer template letter toolkit.
- refer to the Leavers Toolkit for further guidance

HR Representative

- ensure that the leavers form is accepted by GMSS

GMSS

GMSS, on receipt of the Leavers Form, should follow the usual Police Officer Leaver's Procedure. The student officer's last day of service should be included on the Leavers Form and will usually be either:

- the date the Chief Constable signed the memo to dismiss them, or
- the date they submitted their resignation.

Make sure they're paid one month's pay in lieu of notice if they're dismissed. This shouldn't be paid if they choose to resign.

3.7 Extension to Probation Period (Regulation 12)

Designated Manager

If a student officer isn't reaching the required standard you need to decide:

- if they'll be able to improve enough in the existing probation period, or
- if it's serious enough to hold a Stage 1 meeting under Regulation 13
- whether an extension to their probation period is required.

The decision to submit an extension request needs to be in good time to be processed as the student should be being assessed through their probation period.

If an extension to the probation period is required, discuss this with the student officer and complete an extension request memo.

Once the extension request form is completed forward it to x . This will be picked up by a HR Senior Partner who will support you through this process.

Once the extension memo request has been reviewed by a HR Senior Partner , this will be sent to the Head of HR Operations for authorisation under delegated authority from the Chief Constable.

Once the Head of HR Operations has made a decision you will be notified of the new extension date.

Should a development action plan be required, the HR Senior Partner will support you with regards to the content of the development action plan and also provide advice with regards to the confirmation letter.

This should include:

- the improvements required
- the support, training or help you'll provide, and
- the timescales (refer to the Things to Consider when deciding the length of a Development Action Plan tool below).

You must then meet with the student officer to agree and document the above.

Once completed, the development action plan and confirmation letter should be sent to the X and they will place them on the student officer's personal file and update itrent.

Where you have concerns about their health you should refer the student officer to the Occupational Health and Welfare Unit. You should provide as much information as possible in the referral and ask for advice on:

- the nature and extent of the condition

- the likely duration
- the effects on their ability to perform their role, and
- whether this may be considered to be a disability under the Equality Act.

If an extension to the probation period is rejected by the Head of HR Operations you should consider holding a Stage 1/2 meeting. Meet with the student officer to advise them of the outcome and the next steps.

HR Senior Partner

Regularly review the Regulation 12 inbox to review any cases that fall within your remit to make sure it includes a full overview of the case. Where appropriate liaise with the requesting manager to ensure the extension request memo is fully completed with the relevant information. This should then be put into the Regulation 12 folder in Sharepoint marked 'Pending' for the Head of HR Operations to consider.

Once you receive the outcome inform the manager/trainer and support them to agree a development action plan and confirmation letter with the student officer.

The Business Administration Apprentice will then update the Student Officer UDF on Itrent for recording and monitoring purposes.

The Designated Manager will meet with the student officer and confirm this in writing via letter and development action plan.

Ask the Designated Manager to keep you up to date with the student officer's progress and reviews.

If they have an extension date, make a note of this to check in with the manager/trainer to ensure their probation is on track in preparation for their 'confirmation in rank'.

Advise and support the Designated Manager in these circumstances.

3.8 Confirming a Student Officer in Rank

Designated Manager/Tutor Unit Sergeant

The Designated Manager or Tutor Unit Sergeant should complete the student officer's final review and be satisfied they've reached all the standards one month before their 'confirmation in rank' date. This is to ensure that the student officer is competent at being an efficient and effective police constable. If this review is not completed it can put GMP at risk as there is no documentation to the student officer's competency.

This should then be passed to the Assessment, Verification and Accreditation (AVA) team to complete their final comments and validations before the 'confirmation in rank' date.

After completion of the above, a member of the SLT on District must review the Student Officer's Progress Report to provide final comment and sign off before the confirmation in rank date.

You should then meet with the student officer to inform them they'll be confirmed in rank. This must be before the confirmation in rank date. If the student officer is absent on this date, management must ensure they are informed and this documented.

Once confirmed in rank send an email to the District Resource Management Unit (RMU), including the officer's:

- PIN
- name

- warrant number
- the confirmation in rank date
- the Initial Personal Training Record and Student Officer Progress Report

The DRMU will:

- update the appropriate resource systems
- prepare and send an assignment form to [GMSS](#) , and
- include a copy of the Confirmation in Rank certificate, Initial Personal Training Record and Student Officer Progress Report

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4. Considerations

End of Probation Period

It's important to address issues with a student officers throughout their probation to ensure consideration is given to any proposed extensions to the probation period under Regulation 13 of the Police Regulations 2003.

Once the probation period has ended, an officer will be seen to have been confirmed in the rank of constable. After this time if there are any performance or attendance issues they should be considered under the Standards, Performance and Attendance Policy.

Disability

If a student officer has a disability and the only reason they won't reach the standard required of a Constable is because of this disability, the range of reasonable adjustments you should consider may be greater. You should refer to the Disability Management Toolkit and the guidance on making reasonable adjustments.

For example, at Stage 3 as an alternative to recommending to the Chief Constable that they dismiss a student officer the Head of HR Operations may suggest they're redeployed to a police staff role. This would be on police staff terms and conditions.

Part Time Hours and Flexible Working

Police Regulations allow for student officers to be recruited on a part time basis. The probation period of part time student officers is calculated on a pro rata basis depending on their normal weekly hours of work. Annex C of the Determinations of Police Regulations refers to this.

Under the Flexible Working Policy, in exceptional circumstances we might consider an application for flexible working from a Student Officer in their Probation Period. We would only consider this after the initial 40 weeks of the Probation Period.

Student Officer returning from Family Related Leave (e.g. maternity, paternity, shared parental or adoption leave)

You should meet with the student officer on their return to work to discuss their progress in the Probation Period. It wouldn't be appropriate to begin the Regulation 13 process just because an officer had been

absent for this reason. However, it might be necessary to extend their probation period if they have missed a significant amount of training or are a long way from reaching the standards of a police constable. An extension would provide sufficient time to support them to reach the required standard.

Right to Representation

When arranging meetings you should try to agree the date and consider the availability of the student officer's representative.

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5. Tools

Regulation 12 - Extension Probation Request

Regulation 13 - Referral Form

Development Action Plan - Blank

Development Action Plan - Missing Deadlines Example

Tips for Writing an Action Plan

Things to consider when deciding the length of an Action Plan

How to Prepare for a Meeting

Flow Chart - Standardisation of Portfolio

Flow Chart - Managing Attendance

Flow Chart - Managing Performance

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Regulation 12 - Extension Probation Request

Manager Requesting Extension:		
Requesting Manager:	Name: Click here to enter text.	Pin: Click here to enter text.
Date of Request:	Click here to enter a date.	
To enable the below Student Officer to complete their probationary training and demonstrate the required standard, I am requesting consideration be given to extending their probationary period for a period of Choose an item. months until Click here to enter a date. due to Choose an item.		

Personal Details of Student Officer:			
Student Officer Name/Pin:	Click here to enter text.	Designated Manager Name/Pin:	Click here to enter text.
Tutor Sgt Name/Pin:	Click here to enter text.	District:	Choose an item.
Start Date with the Force:	Click here to enter a date.	Current confirmation in rank date:	Click here to enter a date.
Intake Reference:	Click here to enter text.	Learning Programme:	Choose an item.

Additional Information: (Please X the appropriate box)	
Does the Student Officer have a disability?	☐ Yes ☐ No
Has the Student Officer had a previous Regulation 12 Extension?	☐ Yes (please attach a copy) ☐ No
Is the Student Officer currently on a Development Action Plan?	☐ Yes (please attach a copy) ☐ No
Is the Student Officer under PSB investigation or under restrictions?	☐ Yes (please give an indication of timescale) Click here to enter text. ☐ No
Is the Student Officer currently under Regulation 13?	If Yes - please provide the date the improvement notice is until Date: Click here to enter a date. If No - has consideration been given to Regulation 13 and what were the considerations? Click here to enter text.

The following boxes must be completed for all requests:

Attendance:	
Is the Student Officer currently absent from work?	☐ Yes ☐ No
Please provide a summary as to how the absence has been managed: (e.g. - reasonable adjustments, support offered, recuperative duties, referral to OHWU) Click here to enter text.	

Has the Student Officer had previous sickness absence?	☐ Yes ☐ No
Has the Student Officer had previous sickness as a result of an Injury on Duty?	☐ Yes ☐ No
Please provide a summary as to why the attendance concerns have resulted in requesting an extension: Click here to enter text.	
Please provide a summary as to the future plans to support the individual to achieve the required standard of a Police Officer (include objectives and attach development action plan): Click here to enter text.	
Please click on the box if the following documents have been completed:	
☐ Development Action Plan	☐ Stress Risk Assessment
☐ Disability Declaration	☐ Disability Needs Assessment
☐ OHWU Referral/Reports	☐ Wellness Plan/My Wellbeing Passport

Performance:			
Are there any portfolio concerns with the Student Officer?	☐ Yes ☐ No	Are there any general performance concerns with the Student Officer?	☐ Yes ☐ No
Current % completion and % target (including date) of the Student Officer Portfolio?	Click here to enter text. % (completion) Click here to enter text. % (target) by Click here to enter a date.		
Please provide a summary of the reasons for the performance concerns and how this has been managed: (e.g. - resonable adjustments, support offered, development action plan) Click here to enter text.			
Please provide a summary as to the future plans to support the individual to achieve the required standard of a Police Officer (include objectives and attach development action plan): Click here to enter text.			
Please click on the box if the following documents have been completed:			
☐ Development Action Plan	☐ Stress Risk Assessment	☐ OHWU Referral/Reports	
☐ Disability Declaration	☐ Disability Needs Assessment	☐ Wellness Plan/My Wellbeing Passport	

Extension Authorisation:		
The above named Student Officer's probationary period has been extended to Click here to enter a date.		
Additional Comments: Click here to enter text.		
Delegated Authority:	Name: Click here to enter text.	Pin: Click here to enter text.
Date of Authorisation:	Click here to enter a date.	

Manager to send completed form to

x

The HR Senior Partner will confirm the extension back to the manager

Regulation 13 of Police Regulations 2003 - Script Stage 1

1. Introduction:

Thank you for attending this stage 1 meeting that is being held under the Student Officer Probation Policy/ Regulation 13.

As part of this process, I will be the decision maker.

Ask everyone in the room to introduce themselves.

I need to make you aware that possible outcomes of this meeting are as follows:

- If it is deemed that your attendance/performance is satisfactory, no further action will be taken.
- There could be an extension to your current development plan
- The implementation of a Stage 1 Regulation 13 improvement notice. This notice will outline in what respect your attendance/performance is unsatisfactory and what improvement is required and will be accompanied by an action plan.

Should you be issued with a Stage 1 improvement notice and fail to make the relevant improvements, you may be invited to attend a Stage 2 meeting resulting in a Final Improvement Notice. Should you be issued with a Final Improvement Notice and fail to make the relevant improvements, this could result in you being invited to a Stage 3 Hearing, an outcome of which may be a recommendation to the Chief Constable that you be dismissed from the Force.

2. Representation:

Acknowledge if/ that xxxxx has bought representation – ensure that they have been properly introduced/ if xxxxxxxxx has not bought representation, check happy to proceed.

3. Structure of the meeting:

You have been invited to attend this meeting as Management feel you are not meeting the required standard of attendance/performance in your role. I will present the management case outlining why you have been invited to this meeting and will use the Stage 1 Report provided to you to support. If you have any questions, you will also be able to ask these at the end of the Management Case. I would ask that you do not interrupt management throughout their case.

Are you happy that you received the invite letter and Stage 1 Report from management with enough notice to this meeting?

Allow xxxxxxxxxx to respond.

You will then be given the opportunity to present your case or any mitigating circumstances you wish to make me aware of. You can be supported at this time by your representative. Management will have the opportunity ask any questions. Then you will have the opportunity to make any final comment.

I will then adjourn the meeting and provide you with my outcome when we reconvene.

4. Management Case:

Allow xxxxxxxxx to present the case.

Read the management case from the Stage 1 Report

5. Individual's Case:

Do you have any further circumstances you wish to raise, or any questions you would like answering?

Allow time for Management to respond to anything – do they have any questions/ issues following Mitigation they wish to raise.

Example questions:

1. Is there any further support management could offer for you to be able to reach the required standard?
2. Do you understand the required standard of a student officer?
3. Are there any barriers to you reaching the required standard?

6. Adjourn and make decision

If you feel a stage 1 is justified:

After reviewing everything that has been discussed today – the failure to reach the appropriate standard of attendance/performance [despite the support that has been given] I am issuing you with a Stage 1 improvement Notice for XXXX months. I have taken into consideration XXX (elaborate - IE any circumstances that XX has provided), however XXX (elaborate).

The improvement notice will be accompanied by an development Plan. This action plan will be discussed between you and Sgt XX within the next few days and will detail the standards expected from you, as well as any support that can be provided in order for you to attain the relevant standards of performance.

You will then be required to maintain this standard until the end of your Student Officer Probation period. Failure to reach the required standard of attendance or to maintain for the validity period may result a hearing at Stage 3 which could result in a recommendation of your dismissal from the Force.

I will write to you to confirm the outcome from this meeting and the detail of your improvement notice. You and Sgt XX will meet within the next couple of days to discuss the detail of your action plan.

Regulation 13 of Police Regulations 2003 - Script Stage 2

PC XXXXX

Stage 2 under the Student Officer Probation Policy/ Regulation 13

Date - XXXXXX

7. Introduction:

Thank you for attending this stage 2 meeting that is being held under the Student Officer Probation Policy/ Regulation 13.

As part of this process, I will be the decision maker and XXXXX, HR Representative will be supporting me and taking notes throughout the meeting.

Ask everyone in the room to introduce themselves.

I need to make you aware that possible outcomes of this meeting are as follows:

- If it is deemed that your performance is satisfactory, no further action will be taken.
- There could be an extension to your current Stage 1 improvement notice
- The implementation of a Stage 2 Regulation 13 Final improvement notice. This notice will outline in what respect your performance is unsatisfactory and what improvement is required and will be accompanied by an action plan.

Should you be issued with a Final Improvement Notice and fail to make the relevant improvements, this could result in you being invited to a Stage 3 Hearing, an outcome of which may be a recommendation to the Chief Constable that you be dismissed from the Force.

8. Representation:

Acknowledge if/ that PC XXXXX has bought representation – ensure that they have been properly introduced/ if PC XXXXX has not bought representation, check happy to proceed.

9. Structure of the meeting:

You have been invited to attend this meeting as Management feel you are not meeting the required standard of performance in your role. Sgt XXXXX will present the management case outlining why you have been invited to this meeting and will use the Stage 2 Report provided to you to support. At this point, if I, or HR Representative have any questions for Management, we will ask them at this stage. If you have any questions, you will also be able to ask these at the end of the Management Case. I would ask that you do not interrupt management throughout their case, and request the same from management when you present your case.

Are you happy that you received the invite letter and Stage 2 Report from management with enough notice to this meeting? (1 week notice).

Allow PC XXXXX to respond.

You will then be given the opportunity to present your case or any mitigating circumstances you wish to make me aware of. You can be supported at this time by your representative. Management will have the opportunity following this to make any final comment.

I will then adjourn the meeting, have a discussion with Rachael and provide you with my outcome when we reconvene.

10. Management Case:

Allow Sgt XXXX to present the case.

Questions to consider – What are Mgt Suggesting for an action plan going forward?

Does the individual have any statements/ questions for management at this stage?

11. PC XXX Case:

Do you have any further circumstances you wish to raise, or any questions you would like answering?

Following PC XXX case – is there anything further you want answering?

Allow time for Management to respond to anything – do they have any questions/ issues following Mitigation they wish to raise.

12. Adjourn and make decision

If you feel a stage 2 is justified:

After reviewing everything that has been discussed today – the failure to reach the appropriate standard of performance [despite the support that has been given] I am issuing you with a Stage 2 Final improvement Notice for XXXX months. I have taken into consideration XXX (elaborate - IE any circumstances that XX has provided), however XXX (elaborate).

The improvement notice will be accompanied by an Action Plan. This action plan will be discussed between you and Sgt XX within the next few days and will detail the standards expected from you, as well as any support that can be provided in order for you to attain the relevant standards of performance.

You will then be required to maintain this standard until the end of your Student Officer Probation period. Failure to reach the required standard of attendance or to maintain for the validity period may result a hearing at Stage 3 which could result in a recommendation of your dismissal from the Force.

I will write to you to confirm the outcome from this meeting and the detail of your improvement notice. You and Sgt XXXXX will meet within the next couple of days to discuss the detail of your action plan.

Development Action Plan - Blank

Developmental action plans are used to record the development of an officer at any point during their probationary period. The plan allows a structured approach to the development of the officer.

Development action plans should be produced using the SMART mnemonic. They should be Specific, Measurable, Achievable, Realistic and Time bound

Student details	
Manager/Trainer/ details	
Date (today's date)	
Development need identified	
Identified by?	
Identified how?	
Date	

Student signature:	Assessor signature:

S	
M	
A	
R	
T	

Review of Action Plan		Detail progress/blockages and evidence reference numbers			
1 st Interim Review:					
Action plan to be ongoing:	☐	Action plan completed:	☐	Action plan terminated:	☐
Signed (DAP Holder)			Signed (Line Manager)		
Date:			Date:		

2 nd Interim Review:					
Action plan to be ongoing:	☐	Action plan completed:	☐	Action plan terminated:	☐
Signed (DAP Holder)			Signed (Line Manager)		
Date:			Date:		

3 rd Interim Review:					
Action plan to be ongoing:	☐	Action plan completed:	☐	Action plan terminated:	☐
Signed (DAP Holder)			Signed (Line Manager)		
Date:			Date:		

Missed Diploma Deadline - Developmental Action Plan

Developmental action plans are used to record the development of an officer at any point during their two-year probationary period. The plan allows a structured approach to the development of the officer.

Development plans should be produced using the SMART mnemonic. They should be Specific, Measurable, Achievable, Realistic and Time bound

Student details	PC
Designated Manager r/ details	PS - Tutor Sgt
Date (today's date)	Date of Development meeting or Stage 1 meeting
Development need identified	Student must work towards achieving the minimum requirement of <i>50% / 75% / 100 % (delete as necessary)</i> of completed work on their Level 3 Diploma in Policing. PC was set the IPS Development Plan on "<i>insert date</i>" with the objective to achieve <i>50% / 75% / 100 % (delete as necessary)</i> by no later than "<i>insert date</i>". This being the expected target at this stage in their probationary period. PC has not met this deadline.
Identified by?	PS - Tutor Sgt
Identified how?	Internal Quality Assessment (IQA) checks
Date	Date of missed deadline

Student signature	Assessor signature:
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<u>S</u>	Achieve a minimum of 50% / 75% / 100 % (delete as necessary) of the QCF Units on your level 3 diploma.
M	Via e:portfolio and completion of elements in the award
A	Yes, all students should have completed at least 50% / 75% / 100 % (delete as necessary) of their portfolio by this stage in their probationary period
R	Students evidence their required percentage to meet assessment criteria from their Initial Police Learning and Development Programme and operational experience since being on independent patrol.
T	Achieved by completion of 50% / 75% / 100 % (delete as necessary) within one calendar month of meeting date - "insert date"

Achieved	Y	N		If not achieved, date of next review	
Student signature:				Plan reviewed by:	

Tips for writing a Development Action Plan

You can use the [Template Action Plan](#):

- At the informal stage, as a tool to document the outcome of the discussion between you and the individual – i.e. objectives for improvement, and agreed actions for both of you, and/or
- After a formal meeting, to plan what steps will be taken by you and the individual to achieve the requirements of any Improvement Notice or other outcome.

The Development Action Plan should be a supportive tool to plan how to reach the standards required.

You can adapt the [Template Development Action Plan](#) for your needs.

Tips:

- Meet with the individual – look to agree the Development Action Plan.
- Identify the areas of concern – give specific examples. Make sure that the individual understands the issues.
- Always set SMART (Specific, Measurable, Achievable, Relevant and Time-related) objectives for improvement. NB: the objectives may have been set as an outcome of the formal meeting.
- Ask the Student Officer what they believe would help, and try to agree this wherever possible.
- Add actions for yourself if there's anything you can do to support the achievement of the objectives.
- Build in steps to reaching an overall acceptable standard.
- Be clear on what resources are available, such as training courses, before committing to provide anything.
- Keep it consistent with the standards required to become an effective Constable, team goals and District/Branch/Force priorities.
- Make sure you give enough time to reach the required standard as this will be a factor when considering moving to the next stage.
- Review progress as and when appropriate.

Things to Consider when deciding the length of a Development Action Plan

There are a number of things you'll need to consider when setting the timescale of an action plan. You'll obviously need to bear in mind that the Probation Period is time limited, even if an extension has been given.

Above all, you must think about what is reasonable in the individual circumstance and the reasons why you're setting an action plan.

Some of the things you'll want to consider include:

- If they've missed training:
 - What's the next available date?
 - How long is the course?
 - Is there more than one module they need to complete?
- What is a reasonable, specific and realistic period of time for you to assess if the necessary improvement has been made?
- If mentoring/coaching is needed, when are other officers available to carry this out?
- What's the latest medical position? This might include advice from:
 - OHWU
 - their GP, and/or
 - a specialist.
- If they're off sick, when is their current fit note due to expire?
- Do they have surgery or treatment coming up?
- How soon can a Disability Needs Assessment be done and any reasonable adjustments put in place?
- The length of any restricted or recuperative duties plan.
- If their probation period has been extended, how long for?

How to Prepare for a Meeting

1. Gather Evidence and Examples

The evidence you gather will depend entirely on the performance or attendance in question.

For attendance, this may include:

- record of attendance
- record of return-to-work interviews or other contact
- record of other meetings (informal or formal), and
- Information from OHWU or other medical documents.

For performance, this may include:

- example pieces of written work (a statement, a report, an email)
- notes from previous meetings (informal or formal)
- records taken of relevant incidents
- statements or emails from anyone who has witnessed poor performance, and
- data related to specific elements of performance from Force IT systems, if relevant.

2. Write your case

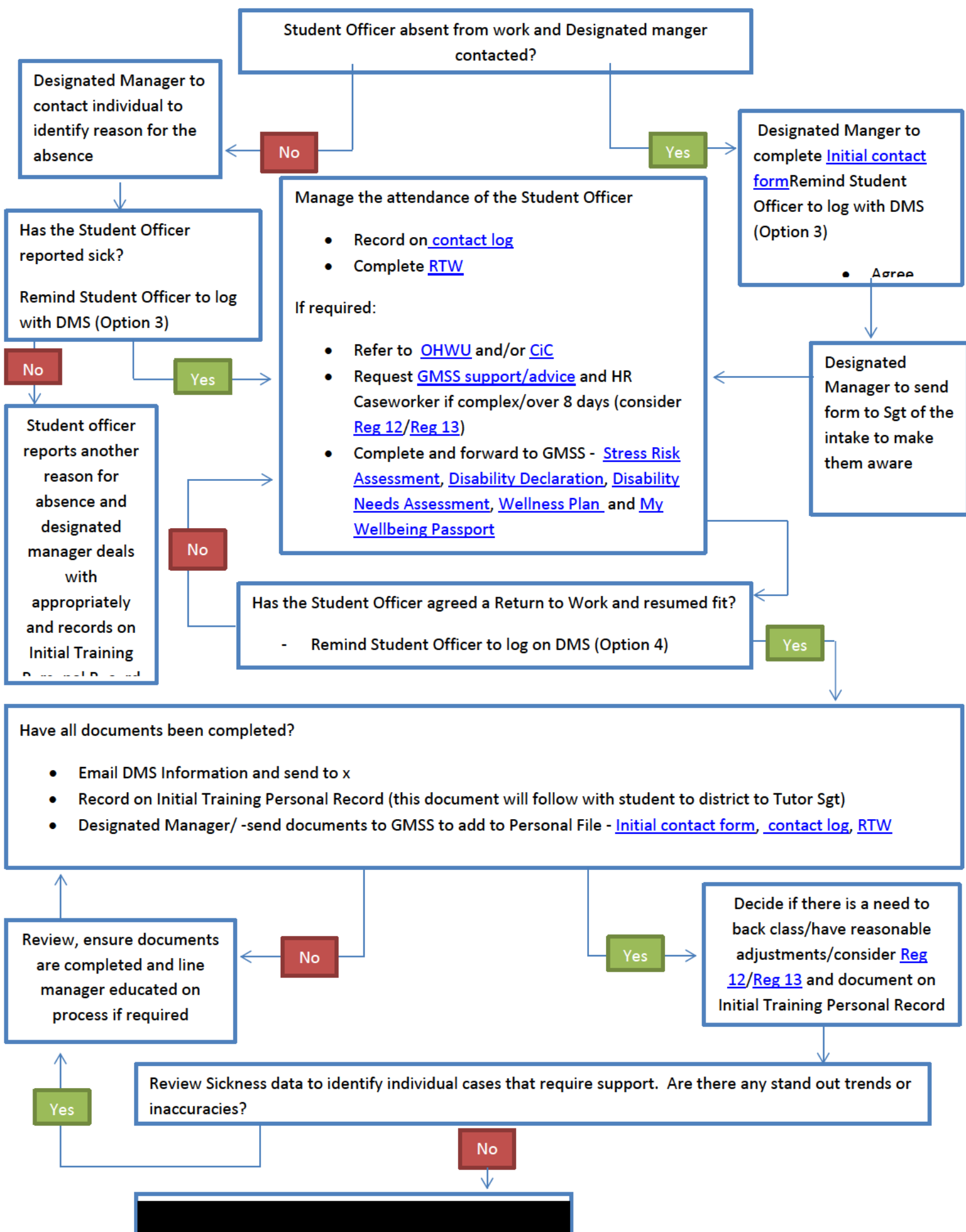
When doing so, refer throughout to the evidence you've gathered. Make sure your written case includes:

- Your role and your relationship to the staff member.
- Details of the standards of performance/attendance expected at this stage of the Probation Period and how the Student Officer doesn't reach the standard.
- A chronological summary of issues and actions so far.
- For attendance it may be useful to calculate what percentage of the working year they have been absent.
- A summary of the meetings that have taken place up until now, such as one-to-ones, home visits, informal stage meetings and Attendance Support Meetings.
- A summary of the support that has been provided since performance or attendance problems were identified.
- The decision made at the previous Stage meeting and what action has taken place since then. For example, any further advice from OHWU, training reports, or updates from mentors.
- A view of what action you'd like following the meeting.

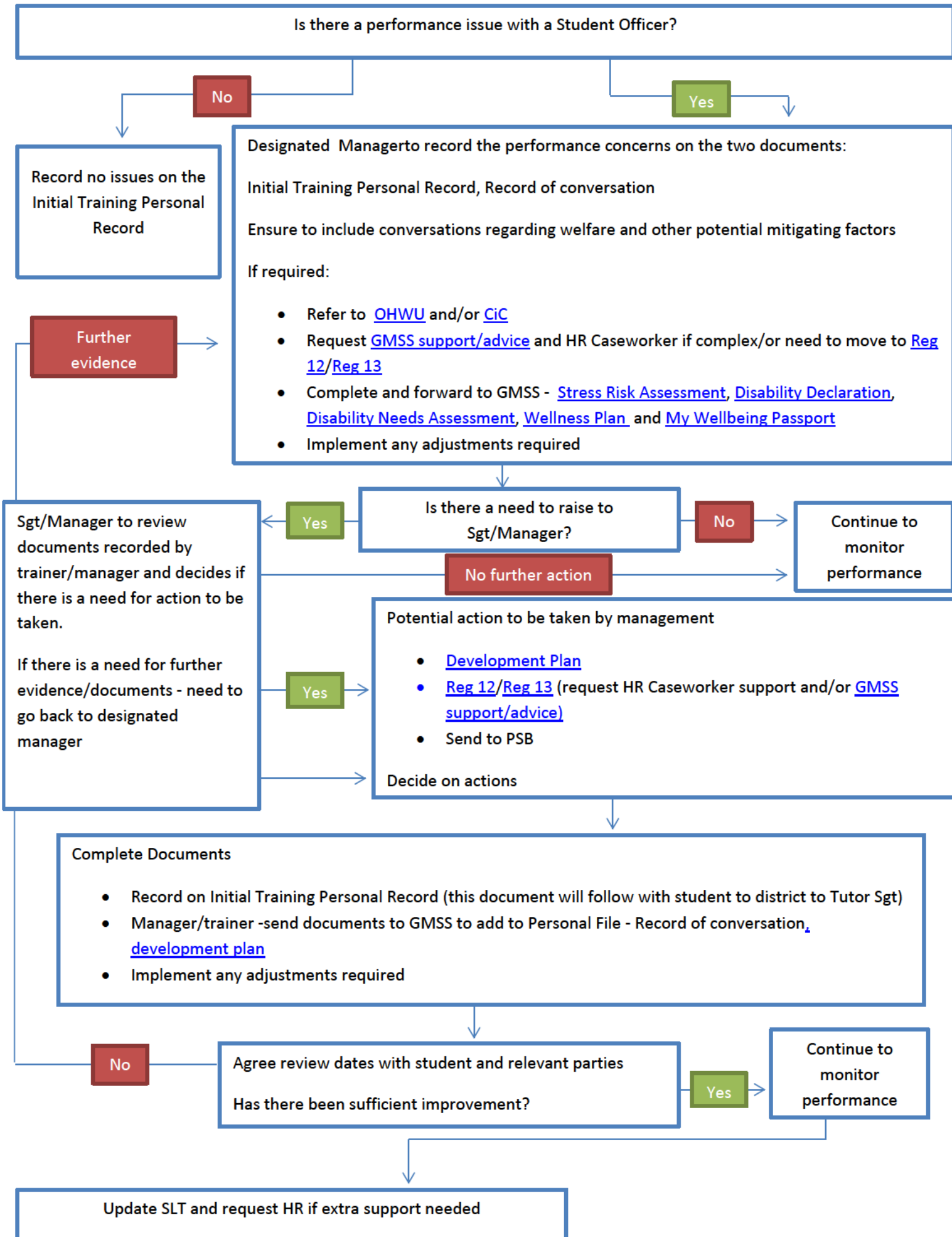
At the meeting:

- You should be prepared to answer questions from the student officer, their representative and the person running the meeting.
- You can also prepare your own questions and a summary. But, you'll obviously want to wait to hear what the student officer says, so these might change.

Flow Chart - Managing Attendance



Flow Chart - Managing Performance



Student Officer Probation Management Toolkit

Version 10

Greater Manchester Police

November 2022



TOOLKIT IMPLEMENTED: December 2013

REVIEW DATE: September 2019

POLICY OWNER: Strategic Resourcing Branch

ASSOCIATED PROCEDURE: Student Officer Probation Policy

PROTECTIVE MARKING: Not protectively marked

IF REVISED, PLEASE COMPLETE TABLE BELOW

☒ Revised

VERSION NO	DATE	SUMMARY OF CHANGES	AUTHOR(S)
1	December 2013	New Management Toolkit to support the Student Officer Probation Policy	Policy and People Relations
2	March 2017	Updated to reflect the change to GMSS and Divisions to Borough	Policy and People Relations
3	March 2018	Merged with HR Toolkit	Policy and People Relations
5	July 2018	Updated to reflect change of Borough to District and amended to include the Casework Manager in the authorisation process.	Policy and People Relations
6	Sept 2018	Amended format of Memo for extension to probation period to Head of HR Branch Removed Notification of extension letter and linked to template letter toolkit	Policy and People Relations
7	23 Feb 2021	Updated due to HR Branch review	Strategic Policy & People Relations
8	May 2021	Flowcharts for managing attendance and performance included. Probation extension request memo changed to form. Clarification of procedures throughout.	Strategic Policy & People Relations
9	January 2022	Clarified that at a Stage Three meeting under Regulation 13, the probation period can be extended at that meeting under Regulation 12 if dismissal is not the outcome. Ammended to incorparte the PEQF entry route	Strategic Policy & People Relations
10	November 2022	Maternity and PSB reasons added to request for probation extension under Regulation 12	Strategic Policy & People Relations

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1. Introduction

This management toolkit is designed to:

- be read alongside the Student Officer Probation Policy
- provide clear guidance to managers of student officers, and
- set out the steps to take if a student officer isn't reaching the required standard.

Following the policy

It's important to make sure you read and follow the Student Officer Probation Policy so that we're consistently and fairly managing performance and attendance during the Probation Period under Regulation 13 of Police Regulations 2003.

If you don't follow the Student Officer Probation Policy and this guidance, the officer may have the right to make a complaint to an employment tribunal and GMP may be ordered to pay compensation.

If you are unsure of the action you need to take, you should contact GMSS or phone x.

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2. Roles and Responsibilities

2.1 Designated Manager

Student Officers will have different Designated Managers during their probation period. Designated Managers will have line management responsibility for student officers for the purposes of the Student Officer Probation Policy. Once they're posted to a District this responsibility will normally pass to their Response Sergeant with support from a Tutor Constable and Tutor Unit Sergeant for the Tutorship Phase. After the Tutorship Phase the responsibility will pass to their Designated Manager with the support of the Tutor Unit Sergeant. You'll monitor their performance and attendance against the standards required to be an effective police constable under Regulation 13 of Police Regulations 2003.

It'll be up to you to discuss areas for improvement with the student officer and if needed agree a development action plan. Each student will receive a document which gives clear guidance on what is expected throughout their assessment process. You should review the student's performance against the relevant document and decide if additional support and training is required to help them reach the necessary standards required to be an effective police constable. Support can consist of but is not limited to:

- Extensions to probation
- Dedicated portfolio days
- Coaching/Mentoring
- OHWU
- Access to Work

Where performance or attendance is not at the required standard, you'll need to arrange a formal meeting at Stage 1 under Regulation 13. When you arrange any meetings it's important you consider the availability of the student officer's representative if they choose to have one. You'll decide what further help and support will be provided.

You can request an extension to their probation period under Regulation 12 at any time in their probation period (Please refer to section 3.7). This must be completed before the student officer is confirmed in rank. The student officer must be told and this confirmed in writing to them before their confirmation in rank date, otherwise they will be confirmed in rank and would be dealt with under Standards, Performance and Attendance Policy. If the student officer's probation is extended, you'll need to monitor their progress closely and ensure that your HR Caseworker is kept up to date.

If progress isn't made and maintained to the required standard, you will need to request a caseworker by sending an email to X outlining the reasons for the request. You will then discuss the student officer with your HR Caseworker and subsequently gain approval from the District Superintendent to hold a Stage 2 Meeting. If District Superintendent decide to hold a Stage 2 meeting you'll need to arrange this meeting on their behalf and attend to discuss what action and support has already taken place for the student officer.

Following the Stage 2 meeting the Stage 2 Chair will write to the student officer with the outcome.

Once a student officer is assessed as being suitable to confirm in rank tell:

- your RMU/SPOC
- the supervisor of the Initial PEQF training programme (Class trainer with support of training Sergeant/Inspector where necessary) the Chief Superintendent's PA

2.2 District Superintendent

When a manager has continued concerns about the performance or attendance of a student officer they'll discuss the case with you.

It's up to you to decide whether to hold a meeting at Stage 2 of the policy. At the meeting you'll decide what further support is needed.

If the required standards still haven't been met, you'll consider whether to request the arrangement of a Stage 3 hearing through discussion with the District Chief Superintendent.

2.3 People and Development Branch

HR Caseworker Manager

The HR Caseworker Manager will:

- allocate an HR Caseworker to support the process of Regulation 12 Extension Probation Requests and Stages 1, 2 and 3 of Regulation 13; and
- arrange for authorisation of any Regulation 12 Extension Probation Requests by the Head of HR Operations

Head of HR Operations

The Head of HR Operations will:

- consider Regulation 12 Extension of Probation Request of Student Officers
- hear cases and provide a recommendation at Stage 3 of this policy on behalf of the Chief Constable.

HR Caseworker

The HR Caseworker will:

- advise and support the manager/trainer with Regulation 12 Extension Probation Requests and Stages 1, 2 and 3 of Regulation 13
- attend meetings and hearings as required
- a different HR Caseworker will act as an advisor to the Chair at the Stage 2 Meeting
- support the Head of Operations to prepare paperwork and recommendations following a Stage 3 hearing
- record action under this policy on the student officer's electronic personal record

HR Senior Partner

- to support the Head of HR Operations at the Stage 3 Meeting as an advisor

Greater Manchester Shared Services (GMSS)

GMSS will:

- provide initial advice and support to managers at Stage 1, 2 and 3 of this Policy.
- record any extension to a Student Officer's Probation Period, and
- follow the Police Officer Leaver's Procedure if the outcome at Stage 3 is dismissal

Resource Management Unit/SPOC

On receiving confirmation in rank for a Student Officer RMU's will:

- update their systems, and
- advise GMSS and send them a copy of the student officer's confirmation certificate for placing on their personal file.

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3. Overview of process

3.1 Handover from to District

Uniform Training

When a student officer begins their initial training they will have an individual electronic portfolio to store a Records of Evidence and Workbooks.

These documents will stay with the student officer throughout their probation period.

When the individual is coming to an end of their tutor phase the evidence and completed workbooks will be assessed by the tutor unit then verified by the assessment team.

Following this a tripartite meeting will be held with the individual, a representative from training and a representative from the student's district.

If the student has met the required standard they are considered to be ready for independent patrol. If the student has not met the required standard supportive measures will be put in place such as a development plan and an extension to their tutor phase considered. If the student fails to meet the requirements after a reasonable period of time, considerations should be given to Regulations 12 and 13.

When the individual is coming up to the end of their initial, a Handover Meeting will be held with the Tutor Unit of the district to discuss each student officer.

District

The District Tutor Unit Sergeant will attend a "Handover Meeting" to gain an understanding of the student officer before the move onto district.

individual electronic portfolio to store a Records of Evidence and Workbooks. The electronic portfolio records of evidence and workbooks should be continued completed throughout the remaining probation period until the student officer is confirmed in rank.

3.2 Tutorship Phase

When the student officer arrives on district, they will complete a Tutorship Phase. This is to allow the student officer time to develop under the direction of a Tutor Constable and signed off as competent for independent patrol.

For the student officer to be signed off as competent for independent patrol, they must complete and pass all the appropriate assessments for the learning programme.

For assessments to be completed the form must be signed to confirm they are fit for independent patrol by their tutor constable. This form should be uploaded on Learning Assistant, along with all other required supporting documentation.

The Student Officer Assessment Development Coordinator (SOADC) will manage the tutor documents throughout the tutor phase and ensure that the internal quality assurance is completed for each student officer.

When the individual is coming to an end of their tutor phase the evidence and completed workbooks will be assessed by the tutor unit then verified by the assessment team.

Following this a tripartite meeting will be held with the individual, a representative from training and a representative from the student's district.

If the student has met the required standard they are considered to be ready for independent patrol. If the student has not met the required standard supportive measures will be put in place such as a development plan and an extension to their tutor phase considered. If the student fails to meet the requirements after a reasonable period of time, considerations should be given to Regulations 12 and 13.

Once the student officer has completed their Tutorship Phase and all assessments are completed, this must be signed off on the Student Officer Progress Report.

The student officer performance and attendance needs to be monitored during the tutor and independent patrol phase. If the performance or attendance is not at or falls below the required standard then consider if action under Regulation 13 is appropriate.

3.3 Stage 1

Designated Manager

If you have concerns about the attendance and/or performance of a student officer, this should be addressed with them at the earliest opportunity. Following this an informal development plan should be put in place to allow clear objectives and timescales to be met. If the student officer does not meet the required standard of improvement on the informal development plan, then consideration must be given to holding a Stage 1 Meeting under Regulation 13.

Write to the student officer to invite them to a meeting using the letter template. Send this to the student officer alongside the Stage 1 Report at least five days before the meeting.

Stage 1 meetings are to be held by the Designated Manager.

Refer to the How to Prepare for a Meeting tool and contact GMSS if further advice is required.

At the meeting

Designated Manager

Your role in the meeting is to ensure:

- the student officer understands they have the opportunity to have a representative if they wish
- everyone has the chance to speak
- the student officer understands the consequences of not reaching the standards required under Regulation 13 of the Police Regulations 2003
- you outline the management case
- you consider all evidence and mitigation when deciding the outcome
- you will be the make the final decision on the outcome of the meeting

You may be supported by a HR Caseworker if a complex case.

HR Caseworker (if required)

Your role at the meeting is to advise and support the Designated Manager as well as taking notes.

After the meeting

Designated Manager

Write a development action plan and include the support you'll provide and what action the student officer must take. Refer to the Tips for Writing a Development Action Plan tool.

Following the Stage 1 meeting you'll using the letter template_ to the student officer with the outcome. You'll send this outcome letter, agreed development plan and Stage 1 Report to X to be saved on the officer's personal file and Itrent to be updated.

Review whether a referral to OHWU is required, if you haven't already referred them.

HR Caseworker(if present)

Support the manager/trainer in the writing of the outcome letter and development action plan. This will then be placed on personal file.

Complete the Student Officer UDF on Itrent for recording and monitoring purposes.

Review

Designated Manager Regularly review the student officer's overall progress in line with the set development action plan and liaise with the HR Caseworker (where appropriate).

At the end of the set review period you'll need to consider:

- the progress that has been made
- the standards required of a student officer at this stage of their probation
- the help and support that has already been provided, and
- what more could be offered.

There are template letters available to confirm the outcome of your review to the student officer.

Once completed, the outcome letter of the review should be sent to X and placed on personal file.

If the student officer is not at the required standard, please refer to Stage 2 below.

3.4 Stage 2

Before the meeting

Designated Manager

Where you consider the student officer's performance/attendance is still unsatisfactory a meeting with the District Superintendent will need to be arranged. This is for the District Superintendent to review the paperwork and circumstances to make a decision on whether to progress to Stage 2 in liaison with the Chief Superintendent. For this meeting the designated manager should send to the District Superintendent a copy of the Stage 1 Report, Stage 1 Outcome Letter, agreed development plan alongside a brief update as to the reasons for the need to hold a Stage 2 meeting.

If they agree, the designated manager will send through an email to the X [to request a HR Caseworker to support.](#)

[Once allocated, the designated manager will](#) invite the student officer to the meeting using the letter template ; at least five days before the meeting..

For the Stage 2 meeting, with support from the HR Caseworker the designated manager will complete the Stage 2 Report. The report will include:

- evidence to show their performance or attendance isn't at the required standard
- previous action you've taken
- the support and help that's been provided
- the outcome of the Stage 1 meeting
- any information from the Occupational Health and Welfare Unit, and
- any information from other managers, Trainers or Tutor Constables.

Once the report is completed, the designated manager will invite the student officer to the meeting using the letter template ; at least five days before the meeting..

At the meeting

District Superintendent

Your role in the meeting is to ensure:

- the student officer understands they have the opportunity to have a representative if they wish
- everyone has the chance to speak
- the student officer understands the consequences of not reaching the standards required under Regulation 13 of the Police Regulations 2003
- you consider all evidence and mitigation when deciding the outcome.

You will be supported by a HR Caseworker who has not previously been involved in this case.

HR Caseworker (supporting the District Superintendent)

Your role in the meeting is to:

- advise and support the District Superintendent
- take notes

Designated Manager

Your role in the meeting is to ensure:

- you present the management case and will be supported by the HR Caseworker who has supported you throughout

HR Caseworker (supporting the Designated Manager)

Your role in the meeting is:

- to advise and support the designated manager
- take notes

After the meeting

District Superintendent

You will confirm your decision in writing to the student officer using the letter template and write a development action plan (if appropriate) The HR Caseworker will advise and support you with this.

HR Caseworker (supporting the District Superintendent)

Update the Student Officer UDF on Itrent for recording and monitoring purposes.

Designated Manager

Review whether a referral to OHWU is required, if you haven't already referred them.

Write a development action plan and include the support you'll provide and what action the student officer must take. This will be in conjunction with the letter provided by the District Superintendent. Refer to the Tips for Writing a Development Action Plan tool.

Once completed, the development action plan and outcome letter should be sent to the HR Caseworker for confirmation.

HR Caseworker (supporting the Designated Manager)

You should advise and support management in writing the development action plan. Once completed the Stage 2 Report, Stage 2 Outcome Letter and development plan to be saved onto personal file.

Review

Designated Manager

Regularly review the overall progress in line with the set development action plan and liaise with the HR Caseworker.

At the end of the set review period you'll need to consider:

- the progress that has been made
- the standards required of a student officer at this stage of their probation
- the help and support that has already been provided, and
- what more could be offered.

After the time set for improvement has passed, where you consider the student officer's performance/attendance is still unsatisfactory discuss this with your allocated HR Caseworker.

There are template letters available to confirm the outcome of the review to the student officer and tell them if a Stage 3 hearing will be arranged.

Once completed, the development action plan and outcome letter should be sent to the HR Caseworker for confirmation and placing on personal file.

If the student officer is not at the required standard, please refer to Stage 3 below.

3.5 Stage 3

Before the hearing

Designated Manager

Where you consider the student officer's performance/attendance is still unsatisfactory a meeting with the District Superintendent will need to be arranged. This is for the District Superintendent to review the paperwork and circumstances to make a decision on whether to progress to Stage 3 in liaison with the Chief Superintendent. For this meeting the designated manager should send to the District Superintendent a copy of the Stage 2 Report, Stage 2 Outcome Letter, agreed development plan alongside a brief update as to the reasons for the need to hold a Stage 3 meeting. You need to prepare a Stage 3 Report for the Head of HR Operations who'll run the Stage 3 meeting. Included in the Stage 3 Report is:

- evidence to show their performance or attendance isn't at the required standard
- previous action you've taken
- the support and help that's been provided
- the outcome of the Stage 1 and 2 meetings
- any relevant information from the Occupational Health and Welfare Unit, and
- any relevant information from other Managers, Trainers or Tutor Constables.

Write to the student officer to invite them to a meeting using the letter template. Send this to the student officer alongside any evidence listed in the invite letter at least five days before the meeting.

HR Caseworker (supporting the Designated Manager)

The HR Caseworker role will be to support you and advise you with the management case.

At the hearing

Head of HR Operations

Your role in the meeting is to ensure:

- the student officer understands they have the opportunity to have a representative if they wish
- everyone has the chance to speak
- the student officer understands the consequences of not reaching the standards required under Regulation 13 of the Police Regulations 2003
- you consider all evidence and mitigation when deciding the outcome.
- You will then provide a recommendation to the Chief Constable (if appropriate). If you are not satisfied that dismissal is appropriate at this stage then you can extend the student officer's probationary period for an additional period of time at this meeting under regulation 12.

During this process you will be supported by a HR Caseworker who has not been involved in the case previously.

HR Caseworker (supporting the Head of HR Operations)

Your role in the meeting is:

- to advise and support the Head of HR Operations
- take notes

Designated Manager

Your role in the meeting is:

- to present the management case and you will be supported by the HR Caseworker

HR Caseworker (supporting the Designated Manager)

Your role in the meeting is:

- to advise and support the Designated Manager/
- to take notes

After the hearing

HR Caseworker (supporting the Head of HR Operations)

You should prepare a letter on behalf of the Head of HR Operations to:

- confirm the outcome, and
- provide a full written record of the hearing.

The outcome of the hearing should be confirmed in writing to the student officer within 48 hours of the hearing.

If the Head of HR Operations recommends to the Chief Constable that the student officer should be dismissed under Regulation 13 of the Police Regulations 2003, you should also prepare the following for the Chief Constable:

- all case papers
- a report setting out the reasons for the recommendation
- any documents or reports provided by the student officer to be considered as part of the Reg 13 meeting.
- a covering memorandum, and
- a memorandum of dismissal for the Chief Constable to sign if they agree to this course of action.

This should reach the Chief Constable within 10 days of the Stage 3 hearing.

If the Head of HR Operations decides that the student officer should be given a further period of time to improve their performance, then you should prepare a letter confirming the extension to probation under Regulation 12.

3.6 Dismissal

HR Caseworker (supporting the Head of HR Operations)

- Where the Chief Constable has dismissed a Probationary Constable and or given them the option to resign as an alternative to dismissal you should contact the line manager and ask them to complete a Leaver Form with the staff member without delay.
- To avoid any overpayment, make an initial telephone call to GMSS to inform them of the dismissal/required to resign and provide last day of service date.
- Refer to the Leavers Toolkit for further guidance.
- You must also complete the Student Officer UDF on Itrent for recording and monitoring purposes.

Manager (with support from the HR Caseworker supporting the Designated Manager)

If the Chief Constable decides to dismiss the student officer, or they choose to resign as an alternative to dismissal you should:

- tell the District Superintendent
- complete a Leavers Form with the individual
- forward the completed Leavers Form to the RMU (or RMU SPOC) and
- Email the Professional Standards Branch to inform them that student officer has either been dismissed or resigned whilst under Stage 3 reg 13 process. their information. Using standard template in Student Officer template letter toolkit.
- refer to the Leavers Toolkit for further guidance

HR Caseworker

HR Caseworker to ensure that the leavers form is accepted by GMSS

GMSS

GMSS, on receipt of the Leavers Form, should follow the usual Police Officer Leaver's Procedure. The student officer's last day of service should be included on the Leavers Form and will usually be either:

- the date the Chief Constable signed the memo to dismiss them, or

- the date they submitted their resignation.

Make sure they're paid one month's pay in lieu of notice if they're dismissed. This shouldn't be paid if they choose to resign.

3.7 Extension to Probation Period (Regulation 12)

Designated Manager

If a student officer isn't reaching the required standard you need to decide:

- if they'll be able to improve enough in the existing probation period, or
- if it's serious enough to hold a Stage 1 meeting under Regulation 13
- whether an extension to their probation period is required.

The decision to submit an extension request needs to be in good time to be processed as the Student should be being assessed through their probation period.

If an extension to the probation period is required, discuss this with the student officer and complete an extension request memo.

Once the extension request form is completed forward it to x for a HR Caseworker to be allocated to support you through the process.

Once the extension memo request has been reviewed by a HR Caseworker, this will be sent to the Head of HR Operations for authorisation under delegated authority from the Chief Constable.

Once the Head of HR Operations has made a decision on the extension memo request, the decision will be provided to you by the HR Caseworker.

Should a development action plan be required, the HR Caseworker will support you with regards to the content of the development action plan and also provide advice with regards to the confirmation letter.

This should include:

- the improvements required
- the support, training or help you'll provide, and
- the timescales (refer to the Things to Consider when deciding the length of a Development Action Plan tool below).

You must then meet with the student officer to agree and document the above.

Once completed, the development action plan and confirmation letter should be sent to the HR Caseworker for confirmation and they will place them on the student officer's personal file and update ITRENT.

Where you have concerns about their health you should refer the student officer to the Occupational Health and Welfare Unit. You should provide as much information as possible in the referral and ask for advice on:

- the nature and extent of the condition
- the likely duration
- the effects on their ability to perform their role, and
- whether this may be considered to be a disability under the Equality Act.

If an extension to the probation period is rejected by the Head of HR Operations you should consider holding a Stage 1/2 meeting. Meet with the student officer to advise them of the outcome and the next steps.

HR Caseworker

When you receive a request to extend a student officer's probation period from the HR Caseworker Manager you should review it to make sure it includes a full overview of the case. Where appropriate liaise with the requesting manager to ensure the extension request memo is fully completed with the relevant information. This should then be forwarded to the Head of HR Operations for consideration.

Once you receive the outcome inform the manager/trainer and support them to agree a development action plan and confirmation letter with the student officer.

Update the Student Officer UDF on Itrent for recording and monitoring purposes.

The Designated Manager will meet with the student officer and confirm this in writing via letter and development action plan.

Ask the Designated Manager to keep you up to date with the student officer's progress and reviews.

If they have an extension date, make a note of this to check in with the manager/trainer to ensure their probation is on track in preparation for their 'confirmation in rank'.

Advise and support the Designated Manager in these circumstances.

3.8 Confirming a Student Officer in Rank

Designated Manager/Tutor Unit Sergeant

The Designated Manager or Tutor Unit Sergeant should complete the student officer's final review and be satisfied they've reached all the standards one month before their 'confirmation in rank' date. This is to ensure that the student officer is competent at being an efficient and effective police constable. If this review is not completed it can put GMP at risk as there is no documentation to the student officer's competency.

This should then be passed to the Assessment, Verification and Accreditation (AVA) team to complete their final comments and validations before the 'confirmation in rank' date.

After completion of the above, a member of the SLT on District must review the Student Officer's Progress Report to provide final comment and sign off before the confirmation in rank date.

You should then meet with the student officer to inform them they'll be confirmed in rank. This must be before the confirmation in rank date. If the student officer is absent on this date, management must ensure they are informed and this documented.

Once confirmed in rank send an email to the District Resource Management Unit (RMU), including the officer's:

- PIN
- name
- warrant number
- the confirmation in rank date
- the Initial Personal Training Record and Student Officer Progress Report

The DRMU will:

- update the appropriate resource systems
- prepare and send an assignment form to [GMSS](#) , and
- include a copy of the Confirmation in Rank certificate, Initial Personal Training Record and Student Officer Progress Report

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4. Considerations

End of Probation Period

It's important to address issues with a student officers throughout their probabtion to ensure consideration is given to any proposed extensions to the probation period under Regulation 13 of the Police Regulations 2003.

Once the probation period has ended, an officer will be seen to have been confirmed in the rank of constable. After this time if there are any performance or attendance issues they should be considered under the Standards, Performance and Attendance Policy.

Disability

If a student officer has a disability and the only reason they won't reach the standard required of a Constable is because of this disability, the range of reasonable adjustments you should consider may be greater. You should refer to the Disability Management Toolkit and the guidance on making reasonable adjustments.

For example, at Stage 3 as an alternative to recommending to the Chief Constable that they dismiss a student officer the Head of HR Operations may suggest they're redeployed to a police staff role. This would be on police staff terms and conditions.

Part Time Hours and Flexible Working

Police Regulations allow for student officers to be recruited on a part time basis. The probation period of part time student officers is calculated on a pro rata basis depending on their normal weekly hours of work. Annex C of the Determinations of Police Regulations refers to this.

Under the Flexible Working Policy, in exceptional circumstances we might consider an application for flexible working from a Student Officer in their Probation Period. We would only consider this after the initial 40 weeks of the Probation Period.

Student Officer returning from Family Related Leave (e.g. maternity, paternity, shared parental or adoption leave)

You should meet with the student officer on their return to work to discuss their progress in the Probation Period. It wouldn't be appropriate to begin the Regulation 13 process just because an officer had been absent for this reason. However, it might be necessary to extend their probation period if they have missed a significant amount of training or are a long way from reaching the standards of a police constable. An extension would provide sufficient time to support them to reach the required standard.

Right to Representation

When arranging meetings you should try to agree the date and consider the availability of the student officer's representative.

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5. Tools

Regulation 12 - Extension Probation Request

Regulation 13 - Referral Form

Development Action Plan - Blank

Development Action Plan - Missing Deadlines Example

Tips for Writing an Action Plan

Things to consider when deciding the length of an Action Plan

How to Prepare for a Meeting

Flow Chart - Standardisation of Portfolio

Flow Chart - Managing Attendance

Flow Chart - Managing Performance

[Return to Contents Page](#)

Regulation 12 - Extension Probation Request

Manager Requesting Extension:		
Requesting Manager:	Name: Click here to enter text.	Pin: Click here to enter text.
Date of Request:	Click here to enter a date.	
To enable the below Student Officer to complete their probationary training and demonstrate the required standard, I am requesting consideration be given to extending their probationary period for a period of Choose an item. months until Click here to enter a date. due to Click here to enter text.		

Personal Details of Student Officer:			
Student Officer Name/Pin:	Click here to enter text.	Designated Manager Name/Pin:	Click here to enter text.
Tutor Sgt Name/Pin:	Click here to enter text.	District:	Choose an item.
Start Date with the Force:	Click here to enter a date.	Current confirmation in rank date:	Click here to enter a date.
Intake Reference:	Click here to enter text.	Learning Programme:	Choose an item.

Additional Information: (Please X the appropriate box)	
Does the Student Officer have a disability?	☐ Yes ☐ No
Has the Student Officer had a previous Regulation 12 Extension?	☐ Yes (please attach a copy) ☐ No
Is the Student Officer currently on a Development Action Plan?	☐ Yes (please attach a copy) ☐ No
Is the Student Officer under PSB investigation or under restrictions?	☐ Yes (please give an indication of timescale) Click here to enter text. ☐ No
Is the Student Officer currently on Maternity Leave	☐ Yes (please give an indication of timescale) Click here to enter text. ☐ No
Is the Student Officer currently under Regulation 13?	If Yes - please provide the date the improvement notice is until Date: Click here to enter a date.
	If No - has consideration been given to Regulation 13 and what were the considerations? Click here to enter text.

The following boxes must be completed for all requests:

Attendance:	
Is the Student Officer currently absent from work?	☐ Yes ☐ No

Please provide a summary as to how the absence has been managed: (e.g. - reasonable adjustments, support offered, recuperative duties, referral to OHWU) Click here to enter text.							
Has the Student Officer had previous sickness absence?	☐ Yes ☐ No						
Has the Student Officer had previous sickness as a result of an Injury on Duty?	☐ Yes ☐ No						
Please provide a summary as to why the attendance concerns have resulted in requesting an extension: Click here to enter text.							
Please provide a summary as to the future plans to support the individual to achieve the required standard of a Police Officer (include objectives and attach development action plan): Click here to enter text.							
Please click on the box if the following documents have been completed: <table border="0" style="width: 100%;"> <tr> <td>☐ Development Action Plan</td> <td>☐ Stress Risk Assessment</td> <td>☐ OHWU Referral/Reports</td> </tr> <tr> <td>☐ Disability Declaration</td> <td>☐ Disability Needs Assessment</td> <td>☐ Wellness Plan/My Wellbeing Passport</td> </tr> </table>		☐ Development Action Plan	☐ Stress Risk Assessment	☐ OHWU Referral/Reports	☐ Disability Declaration	☐ Disability Needs Assessment	☐ Wellness Plan/My Wellbeing Passport
☐ Development Action Plan	☐ Stress Risk Assessment	☐ OHWU Referral/Reports					
☐ Disability Declaration	☐ Disability Needs Assessment	☐ Wellness Plan/My Wellbeing Passport					

Performance:									
Are there any portfolio concerns with the Student Officer?	☐ Yes ☐ No	Are there any general performance concerns with the Student Officer?	☐ Yes ☐ No						
Current % completion and % target (including date) of the Student Officer Portfolio?		Click here to enter text. % (completion) Click here to enter text. % (target) by Click here to enter a date.							
Please provide a summary of the reasons for the performance concerns and how this has been managed: (e.g. - resonable adjustments, support offered, development action plan) Click here to enter text.									
Please provide a summary as to the future plans to support the individual to achieve the required standard of a Police Officer (include objectives and attach development action plan): Click here to enter text.									
Please click on the box if the following documents have been completed: <table border="0" style="width: 100%;"> <tr> <td>☐ Development Action Plan</td> <td>☐ Stress Risk Assessment</td> <td>☐ OHWU Referral/Reports</td> </tr> <tr> <td>☐ Disability Declaration</td> <td>☐ Disability Needs Assessment</td> <td>☐ Wellness Plan/My Wellbeing Passport</td> </tr> </table>				☐ Development Action Plan	☐ Stress Risk Assessment	☐ OHWU Referral/Reports	☐ Disability Declaration	☐ Disability Needs Assessment	☐ Wellness Plan/My Wellbeing Passport
☐ Development Action Plan	☐ Stress Risk Assessment	☐ OHWU Referral/Reports							
☐ Disability Declaration	☐ Disability Needs Assessment	☐ Wellness Plan/My Wellbeing Passport							

Extension Authorisation:		
The above named Student Officer's probationary period has been extended to Click here to enter a date. Additional Comments: Click here to enter text.		
Delegated Authority:	Name: Click here to enter text.	Pin: Click here to enter text.
Date of Authorisation:	Click here to enter a date.	

Manager to send completed form to X

HR Caseworker will be allocated to confirm the extension back to the manager

Regulation 13 of Police Regulations 2003 - Script Stage 1

1. Introduction:

Thank you for attending this stage 1 meeting that is being held under the Student Officer Probation Policy/ Regulation 13.

As part of this process, I will be the decision maker.

Ask everyone in the room to introduce themselves.

I need to make you aware that possible outcomes of this meeting are as follows:

- If it is deemed that your attendance/performance is satisfactory, no further action will be taken.
- There could be an extension to your current development plan
- The implementation of a Stage 1 Regulation 13 improvement notice. This notice will outline in what respect your attendance/performance is unsatisfactory and what improvement is required and will be accompanied by an action plan.

Should you be issued with a Stage 1 improvement notice and fail to make the relevant improvements, you may be invited to attend a Stage 2 meeting resulting in a Final Improvement Notice. Should you be issued with a Final Improvement Notice and fail to make the relevant improvements, this could result in you being invited to a Stage 3 Hearing, an outcome of which may be a recommendation to the Chief Constable that you be dismissed from the Force.

2. Representation:

Acknowledge if/ that xxxxx has bought representation – ensure that they have been properly introduced/ if xxxxxxxxx has not bought representation, check happy to proceed.

3. Structure of the meeting:

You have been invited to attend this meeting as Management feel you are not meeting the required standard of attendance/performance in your role. I will present the management case outlining why you have been invited to this meeting and will use the Stage 1 Report provided to you to support. If you have any questions, you will also be able to ask these at the end of the Management Case. I would ask that you do not interrupt management throughout their case.

Are you happy that you received the invite letter and Stage 1 Report from management with enough notice to this meeting?

Allow xxxxxxxxxx to respond.

You will then be given the opportunity to present your case or any mitigating circumstances you wish to make me aware of. You can be supported at this time by your representative. Management will

have the opportunity ask any questions. Then you will have the opportunity to make any final comment.

I will then adjourn the meeting and provide you with my outcome when we reconvene.

4. Management Case:

Allow xxxxxxxxx to present the case.

Read the management case from the Stage 1 Report

5. Individual's Case:

Do you have any further circumstances you wish to raise, or any questions you would like answering?

Allow time for Management to respond to anything – do they have any questions/ issues following Mitigation they wish to raise.

Example questions:

1. Is there any further support management could offer for you to be able to reach the required standard?
2. Do you understand the required standard of a student officer?
3. Are there any barriers to you reaching the required standard?

6. Adjourn and make decision

If you feel a stage 1 is justified:

After reviewing everything that has been discussed today – the failure to reach the appropriate standard of attendance/performance [despite the support that has been given] I am issuing you with a Stage 1 improvement Notice for XXXX months. I have taken into consideration XXX (elaborate - IE any circumstances that XX has provided), however XXX (elaborate).

The improvement notice will be accompanied by an development Plan. This action plan will be discussed between you and Sgt XX within the next few days and will detail the standards expected from you, as well as any support that can be provided in order for you to attain the relevant standards of performance.

You will then be required to maintain this standard until the end of your Student Officer Probation period. Failure to reach the required standard of attendance or to maintain for the validity period may result a hearing at Stage 3 which could result in a recommendation of your dismissal from the Force.

I will write to you to confirm the outcome from this meeting and the detail of your improvement notice. You and Sgt XX will meet within the next couple of days to discuss the detail of your action plan.

Regulation 13 of Police Regulations 2003 - Script Stage 2

PC XXXXX

Stage 2 under the Student Officer Probation Policy/ Regulation 13

Date - XXXXXX

7. Introduction:

Thank you for attending this stage 2 meeting that is being held under the Student Officer Probation Policy/ Regulation 13.

As part of this process, I will be the decision maker and XXXXX, HR Caseworker will be supporting me and taking notes throughout the meeting.

Ask everyone in the room to introduce themselves.

I need to make you aware that possible outcomes of this meeting are as follows:

- If it is deemed that your performance is satisfactory, no further action will be taken.
- There could be an extension to your current Stage 1 improvement notice
- The implementation of a Stage 2 Regulation 13 Final improvement notice. This notice will outline in what respect your performance is unsatisfactory and what improvement is required and will be accompanied by an action plan.

Should you be issued with a Final Improvement Notice and fail to make the relevant improvements, this could result in you being invited to a Stage 3 Hearing, an outcome of which may be a recommendation to the Chief Constable that you be dismissed from the Force.

8. Representation:

Acknowledge if/ that PC XXXXX has bought representation – ensure that they have been properly introduced/ if PC XXXXX has not bought representation, check happy to proceed.

9. Structure of the meeting:

You have been invited to attend this meeting as Management feel you are not meeting the required standard of performance in your role. Sgt XXXXX will present the management case outlining why you have been invited to this meeting and will use the Stage 2 Report provided to you to support. At this point, if I, or HR Caseworker have any questions for Management, we will ask them at this stage. If you have any questions, you will also be able to ask these at the end of the Management Case. I would ask that you do not interrupt management throughout their case, and request the same from management when you present your case.

Are you happy that you received the invite letter and Stage 2 Report from management with enough notice to this meeting? (1 week notice).

Allow PC XXXXX to respond.

You will then be given the opportunity to present your case or any mitigating circumstances you wish to make me aware of. You can be supported at this time by your representative. Management will have the opportunity following this to make any final comment.

I will then adjourn the meeting, have a discussion with Rachael and provide you with my outcome when we reconvene.

10. Management Case:

Allow Sgt XXXX to present the case.

Questions to consider – What are Mgt Suggesting for an action plan going forward?

Does the individual have any statements/ questions for management at this stage?

11. PC XXX Case:

Do you have any further circumstances you wish to raise, or any questions you would like answering?

Following PC XXX case – is there anything further you want answering?

Allow time for Management to respond to anything – do they have any questions/ issues following Mitigation they wish to raise.

12. Adjourn and make decision

If you feel a stage 2 is justified:

After reviewing everything that has been discussed today – the failure to reach the appropriate standard of performance [*despite the support that has been given*] I am issuing you with a Stage 2 Final improvement Notice for XXXX months. I have taken into consideration *XXX (elaborate - IE any circumstances that XX has provided)*, however *XXX (elaborate)*.

The improvement notice will be accompanied by an Action Plan. This action plan will be discussed between you and Sgt XX within the next few days and will detail the standards expected from you, as well as any support that can be provided in order for you to attain the relevant standards of performance.

You will then be required to maintain this standard until the end of your Student Officer Probation period. Failure to reach the required standard of attendance or to maintain for the validity period may result a hearing at Stage 3 which could result in a recommendation of your dismissal from the Force.

I will write to you to confirm the outcome from this meeting and the detail of your improvement notice. You and Sgt XXXXX will meet within the next couple of days to discuss the detail of your action plan.

Development Action Plan - Blank

Developmental action plans are used to record the development of an officer at any point during their probationary period. The plan allows a structured approach to the development of the officer.

Development action plans should be produced using the SMART mnemonic. They should be Specific, Measurable, Achievable, Realistic and Time bound

Student details	
Manager/Trainer/ details	
Date (today's date)	
Development need identified	
Identified by?	
Identified how?	
Date	

Student signature:	Assessor signature:

S	
M	
A	
R	
T	

Review of Action Plan	Detail progress/blockages and evidence reference numbers				
1 st Interim Review:					
Action plan to be ongoing:	☐	Action plan completed:	☐	Action plan terminated:	☐
Signed (DAP Holder)			Signed (Line Manager)		
Date:			Date:		

2 nd Interim Review:					
Action plan to be ongoing:	☐	Action plan completed:	☐	Action plan terminated:	☐
Signed (DAP Holder)			Signed (Line Manager)		
Date:			Date:		

3 rd Interim Review:					
Action plan to be ongoing:	☐	Action plan completed:	☐	Action plan terminated:	☐
Signed (DAP Holder)			Signed (Line Manager)		
Date:			Date:		

Missed Diploma Deadline - Developmental Action Plan

Developmental action plans are used to record the development of an officer at any point during their two-year probationary period. The plan allows a structured approach to the development of the officer.

Development plans should be produced using the SMART mnemonic. They should be Specific, Measurable, Achievable, Realistic and Time bound

Student details	<i>PC</i>
Designated Manager r/ details	<i>PS - Tutor Sgt</i>
Date (today's date)	<i>Date of Development meeting or Stage 1 meeting</i>
Development need identified	Student must work towards achieving the minimum requirement of <i>50% / 75% / 100 % (delete as necessary)</i> of completed work on their Level 3 Diploma in Policing. PC was set the IPS Development Plan on "<i>insert date</i>" with the objective to achieve <i>50% / 75% / 100 % (delete as necessary)</i> by no later than "<i>insert date</i>". This being the expected target at this stage in their probationary period. PC has not met this deadline.
Identified by?	<i>PS - Tutor Sgt</i>
Identified how?	Internal Quality Assessment (IQA) checks
Date	<i>Date of missed deadline</i>

Student signature	Assessor signature:
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<u>S</u>	Achieve a minimum of 50% / 75% / 100 % (delete as necessary) of the QCF Units on your level 3 diploma.
M	Via e:portfolio and completion of elements in the award
A	Yes, all students should have completed at least 50% / 75% / 100 % (delete as necessary) of their portfolio by this stage in their probationary period
R	Students evidence their required percentage to meet assessment criteria from their Initial Police Learning and Development Programme and operational experience since being on independent patrol.
T	Achieved by completion of 50% / 75% / 100 % (delete as necessary) within one calendar month of meeting date - "insert date"

Achieved	Y	N		If not achieved, date of next review	
Student signature:				Plan reviewed by:	

Tips for writing a Development Action Plan

You can use the [Template Action Plan](#):

- At the informal stage, as a tool to document the outcome of the discussion between you and the individual – i.e. objectives for improvement, and agreed actions for both of you, and/or
- After a formal meeting, to plan what steps will be taken by you and the individual to achieve the requirements of any Improvement Notice or other outcome.

The Development Action Plan should be a supportive tool to plan how to reach the standards required.

You can adapt the [Template Development Action Plan](#) for your needs.

Tips:

- Meet with the individual – look to agree the Development Action Plan.
- Identify the areas of concern – give specific examples. Make sure that the individual understands the issues.
- Always set SMART (Specific, Measurable, Achievable, Relevant and Time-related) objectives for improvement. NB: the objectives may have been set as an outcome of the formal meeting.
- Ask the Student Officer what they believe would help, and try to agree this wherever possible.
- Add actions for yourself if there's anything you can do to support the achievement of the objectives.
- Build in steps to reaching an overall acceptable standard.
- Be clear on what resources are available, such as training courses, before committing to provide anything.
- Keep it consistent with the standards required to become an effective Constable, team goals and District/Branch/Force priorities.
- Make sure you give enough time to reach the required standard as this will be a factor when considering moving to the next stage.
- Review progress as and when appropriate.

Things to Consider when deciding the length of a Development Action Plan

There are a number of things you'll need to consider when setting the timescale of an action plan. You'll obviously need to bear in mind that the Probation Period is time limited, even if an extension has been given.

Above all, you must think about what is reasonable in the individual circumstance and the reasons why you're setting an action plan.

Some of the things you'll want to consider include:

- If they've missed training:
 - What's the next available date?
 - How long is the course?
 - Is there more than one module they need to complete?
- What is a reasonable, specific and realistic period of time for you to assess if the necessary improvement has been made?
- If mentoring/coaching is needed, when are other officers available to carry this out?
- What's the latest medical position? This might include advice from:
 - OHWU
 - their GP, and/or
 - a specialist.
- If they're off sick, when is their current fit note due to expire?
- Do they have surgery or treatment coming up?
- How soon can a Disability Needs Assessment be done and any reasonable adjustments put in place?
- The length of any restricted or recuperative duties plan.
- If their probation period has been extended, how long for?

How to Prepare for a Meeting

1. Gather Evidence and Examples

The evidence you gather will depend entirely on the performance or attendance in question.

For attendance, this may include:

- record of attendance
- record of return-to-work interviews or other contact
- record of other meetings (informal or formal), and
- Information from OHWU or other medical documents.

For performance, this may include:

- example pieces of written work (a statement, a report, an email)
- notes from previous meetings (informal or formal)
- records taken of relevant incidents
- statements or emails from anyone who has witnessed poor performance, and
- data related to specific elements of performance from Force IT systems, if relevant.

2. Write your case

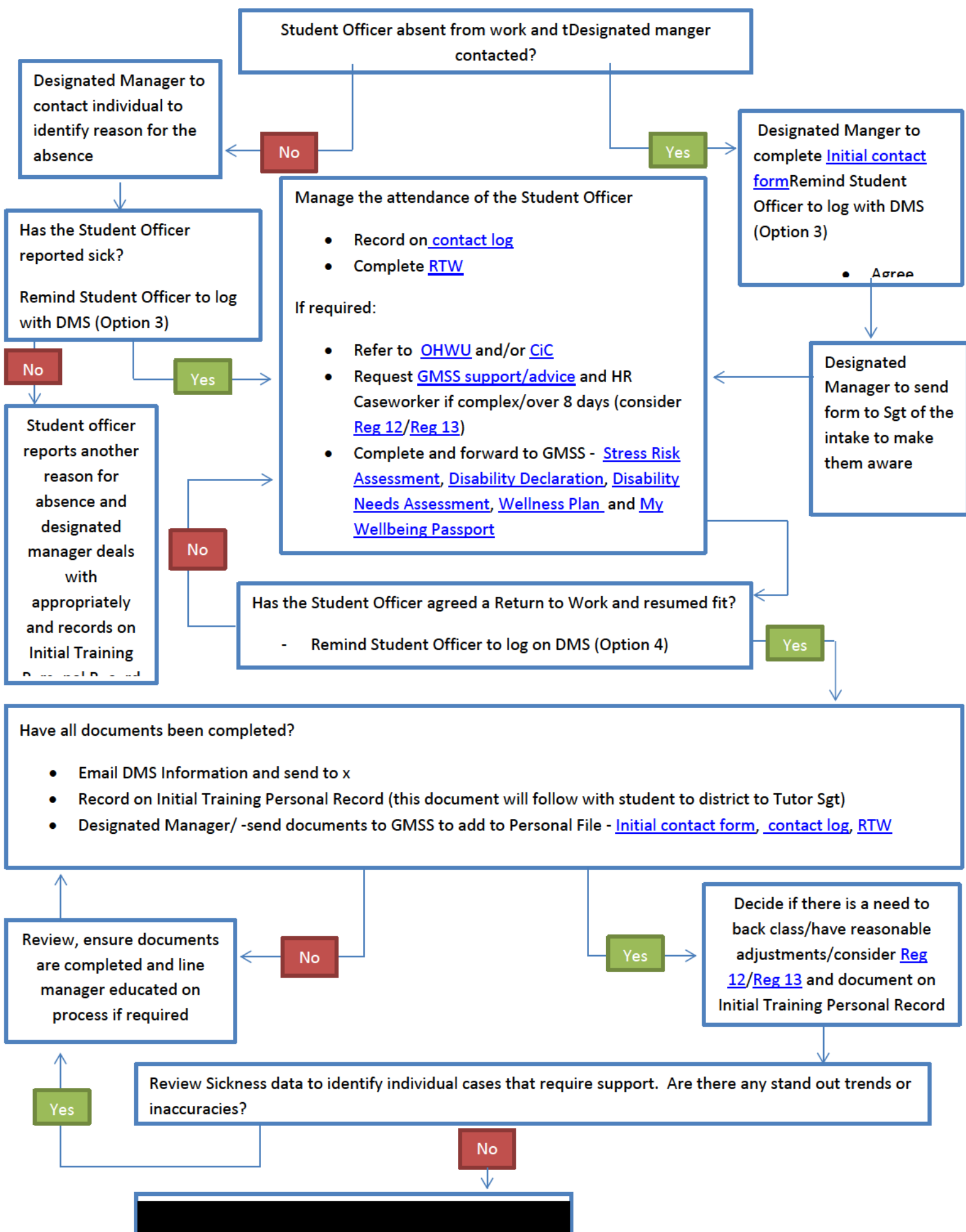
When doing so, refer throughout to the evidence you've gathered. Make sure your written case includes:

- Your role and your relationship to the staff member.
- Details of the standards of performance/attendance expected at this stage of the Probation Period and how the Student Officer doesn't reach the standard.
- A chronological summary of issues and actions so far.
- For attendance it may be useful to calculate what percentage of the working year they have been absent.
- A summary of the meetings that have taken place up until now, such as one-to-ones, home visits, informal stage meetings and Attendance Support Meetings.
- A summary of the support that has been provided since performance or attendance problems were identified.
- The decision made at the previous Stage meeting and what action has taken place since then. For example, any further advice from OHWU, training reports, or updates from mentors.
- A view of what action you'd like following the meeting.

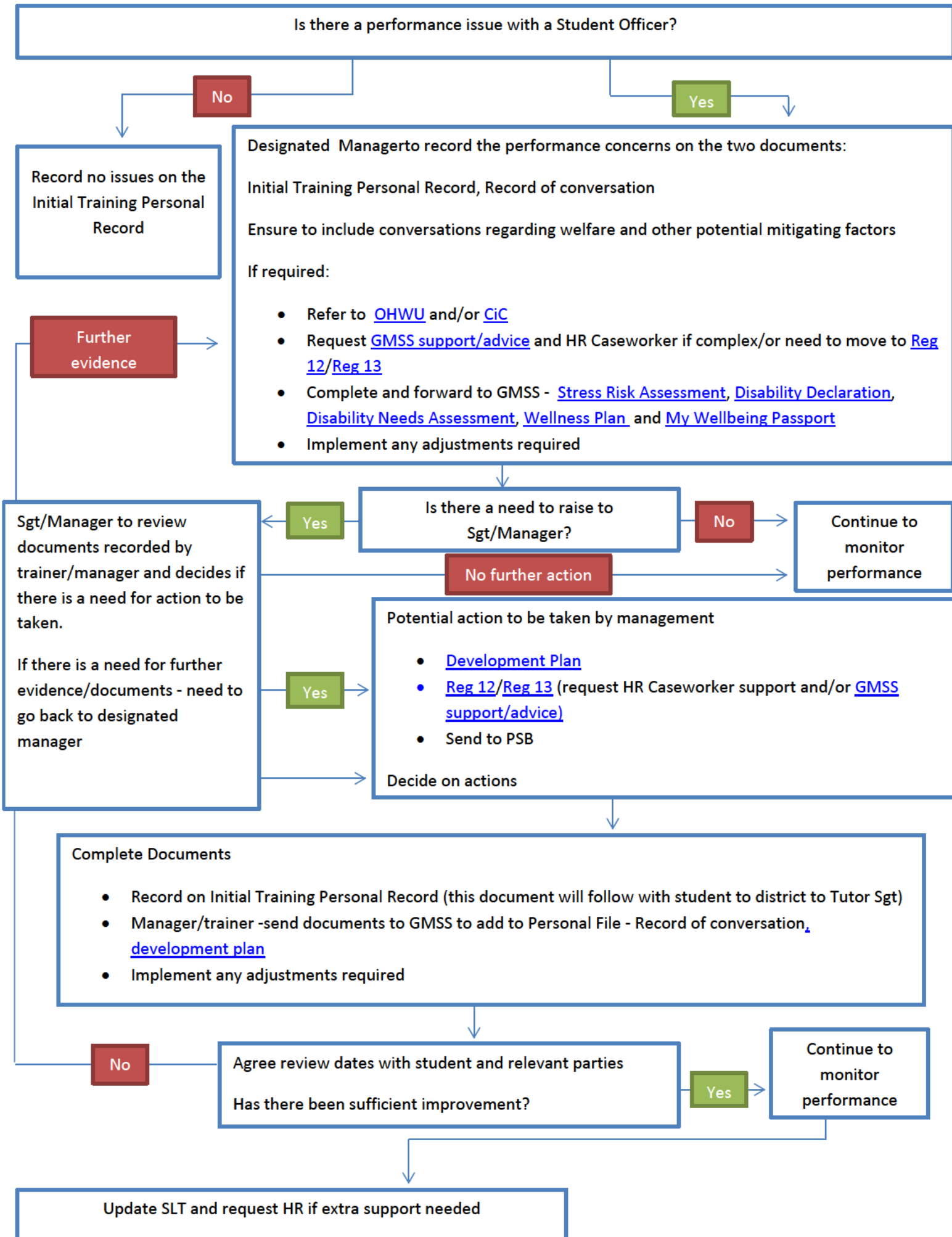
At the meeting:

- You should be prepared to answer questions from the student officer, their representative and the person running the meeting.
- You can also prepare your own questions and a summary. But, you'll obviously want to wait to hear what the student officer says, so these might change.

Flow Chart - Managing Attendance



Flow Chart - Managing Performance



Student Officer Probation Management Toolkit

Version 9

Greater Manchester Police

January 2022



TOOLKIT IMPLEMENTED: December 2013

REVIEW DATE: September 2019

POLICY OWNER: Strategic Resourcing Branch

ASSOCIATED PROCEDURE: Student Officer Probation Policy

PROTECTIVE MARKING: Not protectively marked

0IF REVISED, PLEASE COMPLETE TABLE BELOW

☒ Revised

VERSION NO	DATE	SUMMARY OF CHANGES	AUTHOR(S)
1	December 2013	New Management Toolkit to support the Student Officer Probation Policy	Policy and People Relations
2	March 2017	Updated to reflect the change to GMSS and Divisions to Borough	Policy and People Relations
3	March 2018	Merged with HR Toolkit	Policy and People Relations
5	July 2018	Updated to reflect change of Borough to District and amended to include the Casework Manager in the authorisation process.	Policy and People Relations
6	Sept 2018	Amended format of Memo for extension to probation period to Head of HR Branch Removed Notification of extension letter and linked to template letter toolkit	Policy and People Relations
7	23 Feb 2021	Updated due to HR Branch review	Strategic Policy & People Relations
8	May 2021	Flowcharts for managing attendance and performance included. Probation extension request memo changed to form. Clarification of procedures throughout.	Strategic Policy & People Relations
9	January 2022	Clarified that at a Stage Three meeting under Regulation 13, the probation period can be extended at that meeting under Regulation 12 if dismissal is not the outcome. Ammended to incorparte the PEQF entry route	Strategic Policy & People Relations

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1. Introduction

This management toolkit is designed to:

- be read alongside the Student Officer Probation Policy
- provide clear guidance to managers of student officers, and
- set out the steps to take if a student officer isn't reaching the required standard.

Following the policy

It's important to make sure you read and follow the Student Officer Probation Policy so that we're consistently and fairly managing performance and attendance during the Probation Period under Regulation 13 of Police Regulations 2003.

If you don't follow the Student Officer Probation Policy and this guidance, the officer may have the right to make a complaint to an employment tribunal and GMP may be ordered to pay compensation.

If you are unsure of the action you need to take, you should contact GMSS or phone x.

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2. Roles and Responsibilities

2.1 Designated Manager

Student Officers will have different Designated Managers during their probation period. Designated Managers will have line management responsibility for student officers for the purposes of the Student Officer Probation Policy. Once they're posted to a District this responsibility will normally pass to their Response Sergeant with support from a Tutor Constable and Tutor Unit Sergeant for the Tutorship Phase. After the Tutorship Phase the responsibility will pass to their Designated Manager with the support of the Tutor Unit Sergeant. You'll monitor their performance and attendance against the standards required to be an effective police constable under Regulation 13 of Police Regulations 2003.

It'll be up to you to discuss areas for improvement with the student officer and if needed agree a development action plan. Each student will receive a document which gives clear guidance on what is expected throughout their assessment process. You should review the student's performance against the relevant document and decide if additional support and training is required to help them reach the necessary standards required to be an effective police constable. Support can consist of but is not limited to:

- Extensions to probation
- Dedicated portfolio days
- Coaching/Mentoring
- OHWU
- Access to Work

Where performance or attendance is not at the required standard, you'll need to arrange a formal meeting at Stage 1 under Regulation 13. When you arrange any meetings it's important you consider the availability of the student officer's representative if they choose to have one. You'll decide what further help and support will be provided.

You can request an extension to their probation period under Regulation 12 at any time in their probation period (Please refer to section 3.7). This must be completed before the student officer is confirmed in rank. The student officer must be told and this confirmed in writing to them before their confirmation in rank date, otherwise they will be confirmed in rank and would be dealt with under Standards, Performance and Attendance Policy. If the student officer's probation is extended, you'll need to monitor their progress closely and ensure that your HR Caseworker is kept up to date.

If progress isn't made and maintained to the required standard, you will need to request a caseworker by sending an email to x outlining the reasons for the request. You will then discuss the student officer with your HR Caseworker and subsequently gain approval from the District Superintendent to hold a Stage 2 Meeting. If District Superintendent decide to hold a Stage 2 meeting you'll need to arrange this meeting on their behalf and attend to discuss what action and support has already taken place for the student officer.

Following the Stage 2 meeting the Stage 2 Chair will write to the student officer with the outcome.

Once a student officer is assessed as being suitable to confirm in rank tell:

- your RMU/SPOC
- the supervisor of the Initial PEQF training programme (Class trainer with support of training Sergeant/Inspector where necessary) the Chief Superintendent's PA

2.2 District Superintendent

When a manager has continued concerns about the performance or attendance of a student officer they'll discuss the case with you.

It's up to you to decide whether to hold a meeting at Stage 2 of the policy. At the meeting you'll decide what further support is needed.

If the required standards still haven't been met, you'll consider whether to request the arrangement of a Stage 3 hearing through discussion with the District Chief Superintendent.

2.3 People and Development Branch

HR Caseworker Manager

The HR Caseworker Manager will:

- allocate an HR Caseworker to support the process of Regulation 12 Extension Probation Requests and Stages 1, 2 and 3 of Regulation 13; and
- arrange for authorisation of any Regulation 12 Extension Probation Requests by the Head of HR Operations

Head of HR Operations

The Head of HR Operations will:

- consider Regulation 12 Extension of Probation Request of Student Officers
- hear cases and provide a recommendation at Stage 3 of this policy on behalf of the Chief Constable.

HR Caseworker

The HR Caseworker will:

- advise and support the manager/trainer with Regulation 12 Extension Probation Requests and Stages 1, 2 and 3 of Regulation 13
- attend meetings and hearings as required
- a different HR Caseworker will act as an advisor to the Chair at the Stage 2 Meeting
- support the Head of Operations to prepare paperwork and recommendations following a Stage 3 hearing
- record action under this policy on the student officer's electronic personal record

HR Senior Partner

- to support the Head of HR Operations at the Stage 3 Meeting as an advisor

Greater Manchester Shared Services (GMSS)

GMSS will:

- provide initial advice and support to managers at Stage 1, 2 and 3 of this Policy.
- record any extension to a Student Officer's Probation Period, and
- follow the Police Officer Leaver's Procedure if the outcome at Stage 3 is dismissal

Resource Management Unit/SPOC

On receiving confirmation in rank for a Student Officer RMU's will:

- update their systems, and
- advise GMSS and send them a copy of the student officer's confirmation certificate for placing on their personal file.

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3. Overview of process

3.1 Handover from to District

Uniform Training

When a student officer begins their initial training they will have an individual electronic portfolio to store a Records of Evidence and Workbooks.

These documents will stay with the student officer throughout their probation period.

When the individual is coming to an end of their tutor phase the evidence and completed workbooks will be assessed by the tutor unit then verified by the assessment team.

Following this a tripartite meeting will be held with the individual, a representative from training and a representative from the student's district.

If the student has met the required standard they are considered to be ready for independent patrol. If the student has not met the required standard supportive measures will be put in place such as a development plan and an extension to their tutor phase considered. If the student fails to meet the requirements after a reasonable period of time, considerations should be given to Regulations 12 and 13.

When the individual is coming up to the end of their initial, a Handover Meeting will be held with the Tutor Unit of the district to discuss each student officer.

District

The District Tutor Unit Sergeant will attend a "Handover Meeting" to gain an understanding of the student officer before the move onto district.

individual electronic portfolio to store a Records of Evidence and Workbooks. The electronic portfolio records of evidence and workbooks should be continued completed throughout the remaining probation period until the student officer is confirmed in rank.

3.2 Tutorship Phase

When the student officer arrives on district, they will complete a Tutorship Phase. This is to allow the student officer time to develop under the direction of a Tutor Constable and signed off as competent for independent patrol.

For the student officer to be signed off as competent for independent patrol, they must complete and pass all the appropriate assessments for the learning programme.

For assessments to be completed the form must be signed to confirm they are fit for independent patrol by their tutor constable. This form should be uploaded on Learning Assistant, along with all other required supporting documentation.

The Student Officer Assessment Development Coordinator (SOADC) will manage the tutor documents throughout the tutor phase and ensure that the internal quality assurance is completed for each student officer.

When the individual is coming to an end of their tutor phase the evidence and completed workbooks will be assessed by the tutor unit then verified by the assessment team.

Following this a tripartite meeting will be held with the individual, a representative from training and a representative from the student's district.

If the student has met the required standard they are considered to be ready for independent patrol. If the student has not met the required standard supportive measures will be put in place such as a development plan and an extension to their tutor phase considered. If the student fails to meet the requirements after a reasonable period of time, considerations should be given to Regulations 12 and 13.

Once the student officer has completed their Tutorship Phase and all assessments are completed, this must be signed off on the Student Officer Progress Report.

The student officer performance and attendance needs to be monitored during the tutor and independent patrol phase. If the performance or attendance is not at or falls below the required standard then consider if action under Regulation 13 is appropriate.

3.3 Stage 1

Designated Manager

If you have concerns about the attendance and/or performance of a student officer, this should be addressed with them at the earliest opportunity. Following this an informal development plan should be put in place to allow clear objectives and timescales to be met. If the student officer does not meet the required standard of improvement on the informal development plan, then consideration must be given to holding a Stage 1 Meeting under Regulation 13.

Write to the student officer to invite them to a meeting using the letter template. Send this to the student officer alongside the Stage 1 Report at least five days before the meeting.

Stage 1 meetings are to be held by the Designated Manager.

Refer to the How to Prepare for a Meeting tool and contact GMSS if further advice is required.

At the meeting

Designated Manager

Your role in the meeting is to ensure:

- the student officer understands they have the opportunity to have a representative if they wish
- everyone has the chance to speak
- the student officer understands the consequences of not reaching the standards required under Regulation 13 of the Police Regulations 2003
- you outline the management case
- you consider all evidence and mitigation when deciding the outcome
- you will be the make the final decision on the outcome of the meeting

You may be supported by a HR Caseworker if a complex case.

HR Caseworker (if required)

Your role at the meeting is to advise and support the Designated Manager as well as taking notes.

After the meeting

Designated Manager

Write a development action plan and include the support you'll provide and what action the student officer must take. Refer to the Tips for Writing a Development Action Plan tool.

Following the Stage 1 meeting you'll using the letter template_ to the student officer with the outcome. You'll send this outcome letter, agreed development plan and Stage 1 Report to x to be saved on the officer's personal file and Itrent to be updated.

Review whether a referral to OHWU is required, if you haven't already referred them.

HR Caseworker(if present)

Support the manager/trainer in the writing of the outcome letter and development action plan. This will then be placed on personal file.

Complete the Student Officer UDF on Itrent for recording and monitoring purposes.

Review

Designated Manager Regularly review the student officer's overall progress in line with the set development action plan and liaise with the HR Caseworker (where appropriate).

At the end of the set review period you'll need to consider:

- the progress that has been made
- the standards required of a student officer at this stage of their probation
- the help and support that has already been provided, and
- what more could be offered.

There are template letters available to confirm the outcome of your review to the student officer.

Once completed, the outcome letter of the review should be sent to x and placed on personal file.

If the student officer is not at the required standard, please refer to Stage 2 below.

3.4 Stage 2

Before the meeting

Designated Manager

Where you consider the student officer's performance/attendance is still unsatisfactory a meeting with the District Superintendent will need to be arranged. This is for the District Superintendent to review the paperwork and circumstances to make a decision on whether to progress to Stage 2 in liaison with the Chief Superintendent. For this meeting the designated manager should send to the District Superintendent a copy of the Stage 1 Report, Stage 1 Outcome Letter, agreed development plan alongside a brief update as to the reasons for the need to hold a Stage 2 meeting.

If they agree, the designated manager will send through an email to the x [to request a HR Caseworker to support.](#)

[Once allocated, the designated manager will](#) invite the student officer to the meeting using the letter template ; at least five days before the meeting..

For the Stage 2 meeting, with support from the HR Caseworker the designated manager will complete the Stage 2 Report. The report will include:

- evidence to show their performance or attendance isn't at the required standard
- previous action you've taken
- the support and help that's been provided
- the outcome of the Stage 1 meeting
- any information from the Occupational Health and Welfare Unit, and
- any information from other managers, Trainers or Tutor Constables.

Once the report is completed, the designated manager will invite the student officer to the meeting using the letter template ; at least five days before the meeting..

At the meeting

District Superintendent

Your role in the meeting is to ensure:

- the student officer understands they have the opportunity to have a representative if they wish
- everyone has the chance to speak
- the student officer understands the consequences of not reaching the standards required under Regulation 13 of the Police Regulations 2003
- you consider all evidence and mitigation when deciding the outcome.

You will be supported by a HR Caseworker who has not previously been involved in this case.

HR Caseworker (supporting the District Superintendent)

Your role in the meeting is to:

- advise and support the District Superintendent
- take notes

Designated Manager

Your role in the meeting is to ensure:

- you present the management case and will be supported by the HR Caseworker who has supported you throughout

HR Caseworker (supporting the Designated Manager)

Your role in the meeting is:

- to advise and support the designated manager
- take notes

After the meeting

District Superintendent

You will confirm your decision in writing to the student officer using the letter template and write a development action plan (if appropriate) The HR Caseworker will advise and support you with this.

HR Caseworker (supporting the District Superintendent)

Update the Student Officer UDF on Itrent for recording and monitoring purposes.

Designated Manager

Review whether a referral to OHWU is required, if you haven't already referred them.

Write a development action plan and include the support you'll provide and what action the student officer must take. This will be in conjunction with the letter provided by the District Superintendent. Refer to the Tips for Writing a Development Action Plan tool.

Once completed, the development action plan and outcome letter should be sent to the HR Caseworker for confirmation.

HR Caseworker (supporting the Designated Manager)

You should advise and support management in writing the development action plan. Once completed the Stage 2 Report, Stage 2 Outcome Letter and development plan to be saved onto personal file.

Review

Designated Manager

Regularly review the overall progress in line with the set development action plan and liaise with the HR Caseworker.

At the end of the set review period you'll need to consider:

- the progress that has been made
- the standards required of a student officer at this stage of their probation
- the help and support that has already been provided, and
- what more could be offered.

After the time set for improvement has passed, where you consider the student officer's performance/attendance is still unsatisfactory discuss this with your allocated HR Caseworker.

There are template letters available to confirm the outcome of the review to the student officer and tell them if a Stage 3 hearing will be arranged.

Once completed, the development action plan and outcome letter should be sent to the HR Caseworker for confirmation and placing on personal file.

If the student officer is not at the required standard, please refer to Stage 3 below.

3.5 Stage 3

Before the hearing

Designated Manager

Where you consider the student officer's performance/attendance is still unsatisfactory a meeting with the District Superintendent will need to be arranged. This is for the District Superintendent to review the paperwork and circumstances to make a decision on whether to progress to Stage 3 in liaison with the Chief Superintendent. For this meeting the designated manager should send to the District Superintendent a copy of the Stage 2 Report, Stage 2 Outcome Letter, agreed development plan alongside a brief update as to the reasons for the need to hold a Stage 3 meeting. You need to prepare a Stage 3 Report for the Head of HR Operations who'll run the Stage 3 meeting. Included in the Stage 3 Report is:

- evidence to show their performance or attendance isn't at the required standard
- previous action you've taken
- the support and help that's been provided
- the outcome of the Stage 1 and 2 meetings
- any relevant information from the Occupational Health and Welfare Unit, and
- any relevant information from other Managers, Trainers or Tutor Constables.

Write to the student officer to invite them to a meeting using the letter template. Send this to the student officer alongside any evidence listed in the invite letter at least five days before the meeting.

HR Caseworker (supporting the Designated Manager)

The HR Caseworker role will be to support you and advise you with the management case.

At the hearing

Head of HR Operations

Your role in the meeting is to ensure:

- the student officer understands they have the opportunity to have a representative if they wish
- everyone has the chance to speak
- the student officer understands the consequences of not reaching the standards required under Regulation 13 of the Police Regulations 2003
- you consider all evidence and mitigation when deciding the outcome.
- You will then provide a recommendation to the Chief Constable (if appropriate). If you are not satisfied that dismissal is appropriate at this stage then you can extend the student officer's probationary period for an additional period of time at this meeting under regulation 12.

During this process you will be supported by a HR Caseworker who has not been involved in the case previously.

HR Caseworker (supporting the Head of HR Operations)

Your role in the meeting is:

- to advise and support the Head of HR Operations
- take notes

Designated Manager

Your role in the meeting is:

- to present the management case and you will be supported by the HR Caseworker

HR Caseworker (supporting the Designated Manager)

Your role in the meeting is:

- to advise and support the Designated Manager/
- to take notes

After the hearing

HR Caseworker (supporting the Head of HR Operations)

You should prepare a letter on behalf of the Head of HR Operations to:

- confirm the outcome, and
- provide a full written record of the hearing.

The outcome of the hearing should be confirmed in writing to the student officer within 48 hours of the hearing.

If the Head of HR Operations recommends to the Chief Constable that the student officer should be dismissed under Regulation 13 of the Police Regulations 2003, you should also prepare the following for the Chief Constable:

- all case papers
- a report setting out the reasons for the recommendation
- any documents or reports provided by the student officer to be considered as part of the Reg 13 meeting.
- a covering memorandum, and
- a memorandum of dismissal for the Chief Constable to sign if they agree to this course of action.

This should reach the Chief Constable within 10 days of the Stage 3 hearing.

If the Head of HR Operations decides that the student officer should be given a further period of time to improve their performance, then you should prepare a letter confirming the extension to probation under Regulation 12.

3.6 Dismissal

HR Caseworker (supporting the Head of HR Operations)

- Where the Chief Constable has dismissed a Probationary Constable and or given them the option to resign as an alternative to dismissal you should contact the line manager and ask them to complete a Leaver Form with the staff member without delay.
- To avoid any overpayment, make an initial telephone call to GMSS to inform them of the dismissal/required to resign and provide last day of service date.
- Refer to the Leavers Toolkit for further guidance.
- You must also complete the Student Officer UDF on Itrent for recording and monitoring purposes.

Manager (with support from the HR Caseworker supporting the Designated Manager)

If the Chief Constable decides to dismiss the student officer, or they choose to resign as an alternative to dismissal you should:

- tell the District Superintendent
- complete a Leavers Form with the individual
- forward the completed Leavers Form to the RMU (or RMU SPOC) and
- Email the Professional Standards Branch to inform them that student officer has either been dismissed or resigned whilst under Stage 3 reg 13 process. their information. Using standard template in Student Officer template letter toolkit.
- refer to the Leavers Toolkit for further guidance

HR Caseworker

HR Caseworker to ensure that the leavers form is accepted by GMSS

GMSS

GMSS, on receipt of the Leavers Form, should follow the usual Police Officer Leaver's Procedure. The student officer's last day of service should be included on the Leavers Form and will usually be either:

- the date the Chief Constable signed the memo to dismiss them, or

- the date they submitted their resignation.

Make sure they're paid one month's pay in lieu of notice if they're dismissed. This shouldn't be paid if they choose to resign.

3.7 Extension to Probation Period (Regulation 12)

Designated Manager

If a student officer isn't reaching the required standard you need to decide:

- if they'll be able to improve enough in the existing probation period, or
- if it's serious enough to hold a Stage 1 meeting under Regulation 13
- whether an extension to their probation period is required.

The decision to submit an extension request needs to be in good time to be processed as the Student should be being assessed through their probation period.

If an extension to the probation period is required, discuss this with the student officer and complete an extension request memo.

Once the extension request form is completed forward it to x for a HR Caseworker to be allocated to support you through the process.

Once the extension memo request has been reviewed by a HR Caseworker, this will be sent to the Head of HR Operations for authorisation under delegated authority from the Chief Constable.

Once the Head of HR Operations has made a decision on the extension memo request, the decision will be provided to you by the HR Caseworker.

Should a development action plan be required, the HR Caseworker will support you with regards to the content of the development action plan and also provide advice with regards to the confirmation letter.

This should include:

- the improvements required
- the support, training or help you'll provide, and
- the timescales (refer to the Things to Consider when deciding the length of a Development Action Plan tool below).

You must then meet with the student officer to agree and document the above.

Once completed, the development action plan and confirmation letter should be sent to the HR Caseworker for confirmation and they will place them on the student officer's personal file and update ITRENT.

Where you have concerns about their health you should refer the student officer to the Occupational Health and Welfare Unit. You should provide as much information as possible in the referral and ask for advice on:

- the nature and extent of the condition
- the likely duration
- the effects on their ability to perform their role, and
- whether this may be considered to be a disability under the Equality Act.

If an extension to the probation period is rejected by the Head of HR Operations you should consider holding a Stage 1/2 meeting. Meet with the student officer to advise them of the outcome and the next steps.

HR Caseworker

When you receive a request to extend a student officer's probation period from the HR Caseworker Manager you should review it to make sure it includes a full overview of the case. Where appropriate liaise with the requesting manager to ensure the extension request memo is fully completed with the relevant information. This should then be forwarded to the Head of HR Operations for consideration.

Once you receive the outcome inform the manager/trainer and support them to agree a development action plan and confirmation letter with the student officer.

Update the Student Officer UDF on Itrent for recording and monitoring purposes.

The Designated Manager will meet with the student officer and confirm this in writing via letter and development action plan.

Ask the Designated Manager to keep you up to date with the student officer's progress and reviews.

If they have an extension date, make a note of this to check in with the manager/trainer to ensure their probation is on track in preparation for their 'confirmation in rank'.

Advise and support the Designated Manager in these circumstances.

3.8 Confirming a Student Officer in Rank

Designated Manager/Tutor Unit Sergeant

The Designated Manager or Tutor Unit Sergeant should complete the student officer's final review and be satisfied they've reached all the standards one month before their 'confirmation in rank' date. This is to ensure that the student officer is competent at being an efficient and effective police constable. If this review is not completed it can put GMP at risk as there is no documentation to the student officer's competency.

This should then be passed to the Assessment, Verification and Accreditation (AVA) team to complete their final comments and validations before the 'confirmation in rank' date.

After completion of the above, a member of the SLT on District must review the Student Officer's Progress Report to provide final comment and sign off before the confirmation in rank date.

You should then meet with the student officer to inform them they'll be confirmed in rank. This must be before the confirmation in rank date. If the student officer is absent on this date, management must ensure they are informed and this documented.

Once confirmed in rank send an email to the District Resource Management Unit (RMU), including the officer's:

- PIN
- name
- warrant number
- the confirmation in rank date
- the Initial Personal Training Record and Student Officer Progress Report

The DRMU will:

- update the appropriate resource systems
- prepare and send an assignment form to [GMSS](#) , and
- include a copy of the Confirmation in Rank certificate, Initial Personal Training Record and Student Officer Progress Report

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4. Considerations

End of Probation Period

It's important to address issues with a student officers throughout their probabtion to ensure consideration is given to any proposed extensions to the probation period under Regulation 13 of the Police Regulations 2003.

Once the probation period has ended, an officer will be seen to have been confirmed in the rank of constable. After this time if there are any performance or attendance issues they should be considered under the Standards, Performance and Attendance Policy.

Disability

If a student officer has a disability and the only reason they won't reach the standard required of a Constable is because of this disability, the range of reasonable adjustments you should consider may be greater. You should refer to the Disability Management Toolkit and the guidance on making reasonable adjustments.

For example, at Stage 3 as an alternative to recommending to the Chief Constable that they dismiss a student officer the Head of HR Operations may suggest they're redeployed to a police staff role. This would be on police staff terms and conditions.

Part Time Hours and Flexible Working

Police Regulations allow for student officers to be recruited on a part time basis. The probation period of part time student officers is calculated on a pro rata basis depending on their normal weekly hours of work. Annex C of the Determinations of Police Regulations refers to this.

Under the Flexible Working Policy, in exceptional circumstances we might consider an application for flexible working from a Student Officer in their Probation Period. We would only consider this after the initial 40 weeks of the Probation Period.

Student Officer returning from Family Related Leave (e.g. maternity, paternity, shared parental or adoption leave)

You should meet with the student officer on their return to work to discuss their progress in the Probation Period. It wouldn't be appropriate to begin the Regulation 13 process just because an officer had been absent for this reason. However, it might be necessary to extend their probation period if they have missed a significant amount of training or are a long way from reaching the standards of a police constable. An extension would provide sufficient time to support them to reach the required standard.

Right to Representation

When arranging meetings you should try to agree the date and consider the availability of the student officer's representative.

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5. Tools

Regulation 12 - Extension Probation Request

Regulation 13 - Referral Form

Development Action Plan - Blank

Development Action Plan - Missing Deadlines Example

Tips for Writing an Action Plan

Things to consider when deciding the length of an Action Plan

How to Prepare for a Meeting

Flow Chart - Standardisation of Portfolio

Flow Chart - Managing Attendance

Flow Chart - Managing Performance

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Regulation 12 - Extension Probation Request

Manager Requesting Extension:		
Requesting Manager:	Name: Click here to enter text.	Pin: Click here to enter text.
Date of Request:	Click here to enter a date.	
To enable the below Student Officer to complete their probationary training and demonstrate the required standard, I am requesting consideration be given to extending their probationary period for a period of Choose an item. months until Click here to enter a date. due to .		

Personal Details of Student Officer:			
Student Officer Name/Pin:	Click here to enter text.	Designated Manager Name/Pin:	Click here to enter text.
Tutor Sgt Name/Pin:	Click here to enter text.	District:	Choose an item.
Start Date with the Force:	Click here to enter a date.	Current confirmation in rank date:	Click here to enter a date.
Intake Reference:	Click here to enter text.	Learning Programme:	Choose an item.

Additional Information: (Please X the appropriate box)	
Does the Student Officer have a disability?	☐ Yes ☐ No
Has the Student Officer had a previous Regulation 12 Extension?	☐ Yes (please attach a copy) ☐ No
Is the Student Officer currently on a Development Action Plan?	☐ Yes (please attach a copy) ☐ No
Is the Student Officer under PSB investigation or under restrictions?	☐ Yes (please give an indication of timescale) Click here to enter text. ☐ No
Is the Student Officer currently under Regulation 13?	If Yes - please provide the date the improvement notice is until Date: Click here to enter a date. If No - has consideration been given to Regulation 13 and what were the considerations? Click here to enter text.

The following boxes must be completed for all requests:

Attendance:	
Is the Student Officer currently absent from work?	☐ Yes ☐ No
Please provide a summary as to how the absence has been managed: (e.g. - reasonable adjustments, support offered, recuperative duties, referral to OHWU) Click here to enter text.	

Has the Student Officer had previous sickness absence?	☐ Yes ☐ No
Has the Student Officer had previous sickness as a result of an Injury on Duty?	☐ Yes ☐ No
Please provide a summary as to why the attendance concerns have resulted in requesting an extension: Click here to enter text.	
Please provide a summary as to the future plans to support the individual to achieve the required standard of a Police Officer (include objectives and attach development action plan): Click here to enter text.	
Please click on the box if the following documents have been completed:	
☐ Development Action Plan ☐ Disability Declaration	☐ Stress Risk Assessment ☐ Disability Needs Assessment
☐ OHWU Referral/Reports ☐ Wellness Plan/My Wellbeing Passport	

Performance:			
Are there any portfolio concerns with the Student Officer?	☐ Yes ☐ No	Are there any general performance concerns with the Student Officer?	☐ Yes ☐ No
Current % completion and % target (including date) of the Student Officer Portfolio?	Click here to enter text.% (completion) Click here to enter text.% (target) by Click here to enter a date.		
Please provide a summary of the reasons for the performance concerns and how this has been managed: (e.g. - resonable adjustments, support offered, development action plan) Click here to enter text.			
Please provide a summary as to the future plans to support the individual to achieve the required standard of a Police Officer (include objectives and attach development action plan): Click here to enter text.			
Please click on the box if the following documents have been completed:			
☐ Development Action Plan ☐ Disability Declaration	☐ Stress Risk Assessment ☐ Disability Needs Assessment	☐ OHWU Referral/Reports ☐ Wellness Plan/My Wellbeing Passport	

Extension Authorisation:		
The above named Student Officer's probationary period has been extended to Click here to enter a date.		
Additional Comments: Click here to enter text.		
Delegated Authority:	Name: Click here to enter text.	Pin: Click here to enter text.
Date of Authorisation:	Click here to enter a date.	

Manager to send completed form to x

HR Caseworker will be allocated to confirm the extension back to the manager

Regulation 13 of Police Regulations 2003 - Script Stage 1

1. Introduction:

Thank you for attending this stage 1 meeting that is being held under the Student Officer Probation Policy/ Regulation 13.

As part of this process, I will be the decision maker.

Ask everyone in the room to introduce themselves.

I need to make you aware that possible outcomes of this meeting are as follows:

- If it is deemed that your attendance/performance is satisfactory, no further action will be taken.
- There could be an extension to your current development plan
- The implementation of a Stage 1 Regulation 13 improvement notice. This notice will outline in what respect your attendance/performance is unsatisfactory and what improvement is required and will be accompanied by an action plan.

Should you be issued with a Stage 1 improvement notice and fail to make the relevant improvements, you may be invited to attend a Stage 2 meeting resulting in a Final Improvement Notice. Should you be issued with a Final Improvement Notice and fail to make the relevant improvements, this could result in you being invited to a Stage 3 Hearing, an outcome of which may be a recommendation to the Chief Constable that you be dismissed from the Force.

2. Representation:

Acknowledge if/ that xxxxx has bought representation – ensure that they have been properly introduced/ if xxxxxxxxx has not bought representation, check happy to proceed.

3. Structure of the meeting:

You have been invited to attend this meeting as Management feel you are not meeting the required standard of attendance/performance in your role. I will present the management case outlining why you have been invited to this meeting and will use the Stage 1 Report provided to you to support. If you have any questions, you will also be able to ask these at the end of the Management Case. I would ask that you do not interrupt management throughout their case.

Are you happy that you received the invite letter and Stage 1 Report from management with enough notice to this meeting?

Allow xxxxxxxxxx to respond.

You will then be given the opportunity to present your case or any mitigating circumstances you wish to make me aware of. You can be supported at this time by your representative. Management will have the opportunity ask any questions. Then you will have the opportunity to make any final comment.

I will then adjourn the meeting and provide you with my outcome when we reconvene.

4. Management Case:

Allow xxxxxxxxx to present the case.

Read the management case from the Stage 1 Report

5. Individual's Case:

Do you have any further circumstances you wish to raise, or any questions you would like answering?

Allow time for Management to respond to anything – do they have any questions/ issues following Mitigation they wish to raise.

Example questions:

1. Is there any further support management could offer for you to be able to reach the required standard?
2. Do you understand the required standard of a student officer?
3. Are there any barriers to you reaching the required standard?

6. Adjourn and make decision

If you feel a stage 1 is justified:

After reviewing everything that has been discussed today – the failure to reach the appropriate standard of attendance/performance [despite the support that has been given] I am issuing you with a Stage 1 improvement Notice for XXXX months. I have taken into consideration XXX (elaborate - IE any circumstances that XX has provided), however XXX (elaborate).

The improvement notice will be accompanied by an development Plan. This action plan will be discussed between you and Sgt XX within the next few days and will detail the standards expected from you, as well as any support that can be provided in order for you to attain the relevant standards of performance.

You will then be required to maintain this standard until the end of your Student Officer Probation period. Failure to reach the required standard of attendance or to maintain for the validity period may result a hearing at Stage 3 which could result in a recommendation of your dismissal from the Force.

I will write to you to confirm the outcome from this meeting and the detail of your improvement notice. You and Sgt XX will meet within the next couple of days to discuss the detail of your action plan.

Regulation 13 of Police Regulations 2003 - Script Stage 2

PC XXXXX

Stage 2 under the Student Officer Probation Policy/ Regulation 13

Date - XXXXXX

7. Introduction:

Thank you for attending this stage 2 meeting that is being held under the Student Officer Probation Policy/ Regulation 13.

As part of this process, I will be the decision maker and XXXXX, HR Caseworker will be supporting me and taking notes throughout the meeting.

Ask everyone in the room to introduce themselves.

I need to make you aware that possible outcomes of this meeting are as follows:

- If it is deemed that your performance is satisfactory, no further action will be taken.
- There could be an extension to your current Stage 1 improvement notice
- The implementation of a Stage 2 Regulation 13 Final improvement notice. This notice will outline in what respect your performance is unsatisfactory and what improvement is required and will be accompanied by an action plan.

Should you be issued with a Final Improvement Notice and fail to make the relevant improvements, this could result in you being invited to a Stage 3 Hearing, an outcome of which may be a recommendation to the Chief Constable that you be dismissed from the Force.

8. Representation:

Acknowledge if/ that PC XXXXX has bought representation – ensure that they have been properly introduced/ if PC XXXXX has not bought representation, check happy to proceed.

9. Structure of the meeting:

You have been invited to attend this meeting as Management feel you are not meeting the required standard of performance in your role. Sgt XXXXX will present the management case outlining why you have been invited to this meeting and will use the Stage 2 Report provided to you to support. At this point, if I, or HR Caseworker have any questions for Management, we will ask them at this stage. If you have any questions, you will also be able to ask these at the end of the Management Case. I would ask that you do not interrupt management throughout their case, and request the same from management when you present your case.

Are you happy that you received the invite letter and Stage 2 Report from management with enough notice to this meeting? (1 week notice).

Allow PC XXXXX to respond.

You will then be given the opportunity to present your case or any mitigating circumstances you wish to make me aware of. You can be supported at this time by your representative. Management will have the opportunity following this to make any final comment.

I will then adjourn the meeting, have a discussion with Rachael and provide you with my outcome when we reconvene.

10. Management Case:

Allow Sgt XXXX to present the case.

Questions to consider – What are Mgt Suggesting for an action plan going forward?

Does the individual have any statements/ questions for management at this stage?

11. PC XXX Case:

Do you have any further circumstances you wish to raise, or any questions you would like answering?

Following PC XXX case – is there anything further you want answering?

Allow time for Management to respond to anything – do they have any questions/ issues following Mitigation they wish to raise.

12. Adjourn and make decision

If you feel a stage 2 is justified:

After reviewing everything that has been discussed today – the failure to reach the appropriate standard of performance [despite the support that has been given] I am issuing you with a Stage 2 Final improvement Notice for XXXX months. I have taken into consideration XXX (elaborate - IE any circumstances that XX has provided), however XXX (elaborate).

The improvement notice will be accompanied by an Action Plan. This action plan will be discussed between you and Sgt XX within the next few days and will detail the standards expected from you, as well as any support that can be provided in order for you to attain the relevant standards of performance.

You will then be required to maintain this standard until the end of your Student Officer Probation period. Failure to reach the required standard of attendance or to maintain for the validity period may result a hearing at Stage 3 which could result in a recommendation of your dismissal from the Force.

I will write to you to confirm the outcome from this meeting and the detail of your improvement notice. You and Sgt XXXXX will meet within the next couple of days to discuss the detail of your action plan.

Development Action Plan - Blank

Developmental action plans are used to record the development of an officer at any point during their probationary period. The plan allows a structured approach to the development of the officer.

Development action plans should be produced using the SMART mnemonic. They should be Specific, Measurable, Achievable, Realistic and Time bound

Student details	
Manager/Trainer/ details	
Date (today's date)	
Development need identified	
Identified by?	
Identified how?	
Date	

Student signature:	Assessor signature:

S	
M	
A	
R	
T	

Review of Action Plan		Detail progress/blockages and evidence reference numbers			
1 st Interim Review:					
Action plan to be ongoing:	☐	Action plan completed:	☐	Action plan terminated:	☐
Signed (DAP Holder)			Signed (Line Manager)		
Date:			Date:		

2 nd Interim Review:					
Action plan to be ongoing:	☐	Action plan completed:	☐	Action plan terminated:	☐
Signed (DAP Holder)			Signed (Line Manager)		
Date:			Date:		

3 rd Interim Review:					
Action plan to be ongoing:	☐	Action plan completed:	☐	Action plan terminated:	☐
Signed (DAP Holder)			Signed (Line Manager)		
Date:			Date:		

Missed Diploma Deadline - Developmental Action Plan

Developmental action plans are used to record the development of an officer at any point during their two-year probationary period. The plan allows a structured approach to the development of the officer.

Development plans should be produced using the SMART mnemonic. They should be Specific, Measurable, Achievable, Realistic and Time bound

Student details	<i>PC</i>
Designated Manager r/ details	<i>PS - Tutor Sgt</i>
Date (today's date)	<i>Date of Development meeting or Stage 1 meeting</i>
Development need identified	Student must work towards achieving the minimum requirement of <i>50% / 75% / 100 % (delete as necessary)</i> of completed work on their Level 3 Diploma in Policing. PC was set the IPS Development Plan on "<i>insert date</i>" with the objective to achieve <i>50% / 75% / 100 % (delete as necessary)</i> by no later than "<i>insert date</i>". This being the expected target at this stage in their probationary period. PC has not met this deadline.
Identified by?	<i>PS - Tutor Sgt</i>
Identified how?	Internal Quality Assessment (IQA) checks
Date	<i>Date of missed deadline</i>

Student signature	Assessor signature:
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S	Achieve a minimum of 50% / 75% / 100 % (delete as necessary) of the QCF Units on your level 3 diploma.
M	Via e:portfolio and completion of elements in the award
A	Yes, all students should have completed at least 50% / 75% / 100 % (delete as necessary) of their portfolio by this stage in their probationary period
R	Students evidence their required percentage to meet assessment criteria from their Initial Police Learning and Development Programme and operational experience since being on independent patrol.
T	Achieved by completion of 50% / 75% / 100 % (delete as necessary) within one calendar month of meeting date - "insert date"

Achieved	Y	N		If not achieved, date of next review	
Student signature:				Plan reviewed by:	

Tips for writing a Development Action Plan

You can use the [Template Action Plan](#):

- At the informal stage, as a tool to document the outcome of the discussion between you and the individual – i.e. objectives for improvement, and agreed actions for both of you, and/or
- After a formal meeting, to plan what steps will be taken by you and the individual to achieve the requirements of any Improvement Notice or other outcome.

The Development Action Plan should be a supportive tool to plan how to reach the standards required.

You can adapt the [Template Development Action Plan](#) for your needs.

Tips:

- Meet with the individual – look to agree the Development Action Plan.
- Identify the areas of concern – give specific examples. Make sure that the individual understands the issues.
- Always set SMART (Specific, Measurable, Achievable, Relevant and Time-related) objectives for improvement. NB: the objectives may have been set as an outcome of the formal meeting.
- Ask the Student Officer what they believe would help, and try to agree this wherever possible.
- Add actions for yourself if there's anything you can do to support the achievement of the objectives.
- Build in steps to reaching an overall acceptable standard.
- Be clear on what resources are available, such as training courses, before committing to provide anything.
- Keep it consistent with the standards required to become an effective Constable, team goals and District/Branch/Force priorities.
- Make sure you give enough time to reach the required standard as this will be a factor when considering moving to the next stage.
- Review progress as and when appropriate.

Things to Consider when deciding the length of a Development Action Plan

There are a number of things you'll need to consider when setting the timescale of an action plan. You'll obviously need to bear in mind that the Probation Period is time limited, even if an extension has been given.

Above all, you must think about what is reasonable in the individual circumstance and the reasons why you're setting an action plan.

Some of the things you'll want to consider include:

- If they've missed training:
 - What's the next available date?
 - How long is the course?
 - Is there more than one module they need to complete?
- What is a reasonable, specific and realistic period of time for you to assess if the necessary improvement has been made?
- If mentoring/coaching is needed, when are other officers available to carry this out?
- What's the latest medical position? This might include advice from:
 - OHWU
 - their GP, and/or
 - a specialist.
- If they're off sick, when is their current fit note due to expire?
- Do they have surgery or treatment coming up?
- How soon can a Disability Needs Assessment be done and any reasonable adjustments put in place?
- The length of any restricted or recuperative duties plan.
- If their probation period has been extended, how long for?

How to Prepare for a Meeting

1. Gather Evidence and Examples

The evidence you gather will depend entirely on the performance or attendance in question.

For attendance, this may include:

- record of attendance
- record of return-to-work interviews or other contact
- record of other meetings (informal or formal), and
- Information from OHWU or other medical documents.

For performance, this may include:

- example pieces of written work (a statement, a report, an email)
- notes from previous meetings (informal or formal)
- records taken of relevant incidents
- statements or emails from anyone who has witnessed poor performance, and
- data related to specific elements of performance from Force IT systems, if relevant.

2. Write your case

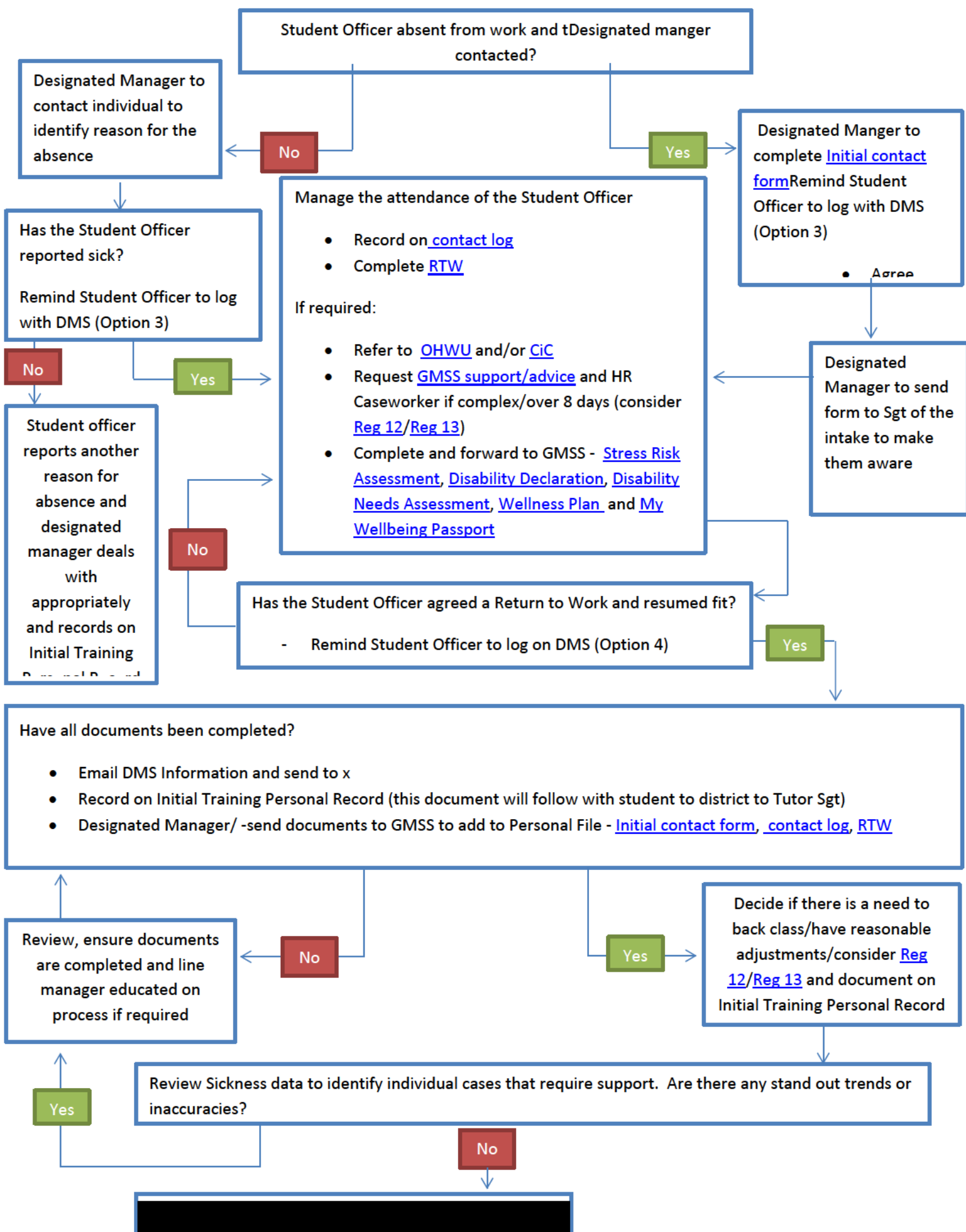
When doing so, refer throughout to the evidence you've gathered. Make sure your written case includes:

- Your role and your relationship to the staff member.
- Details of the standards of performance/attendance expected at this stage of the Probation Period and how the Student Officer doesn't reach the standard.
- A chronological summary of issues and actions so far.
- For attendance it may be useful to calculate what percentage of the working year they have been absent.
- A summary of the meetings that have taken place up until now, such as one-to-ones, home visits, informal stage meetings and Attendance Support Meetings.
- A summary of the support that has been provided since performance or attendance problems were identified.
- The decision made at the previous Stage meeting and what action has taken place since then. For example, any further advice from OHWU, training reports, or updates from mentors.
- A view of what action you'd like following the meeting.

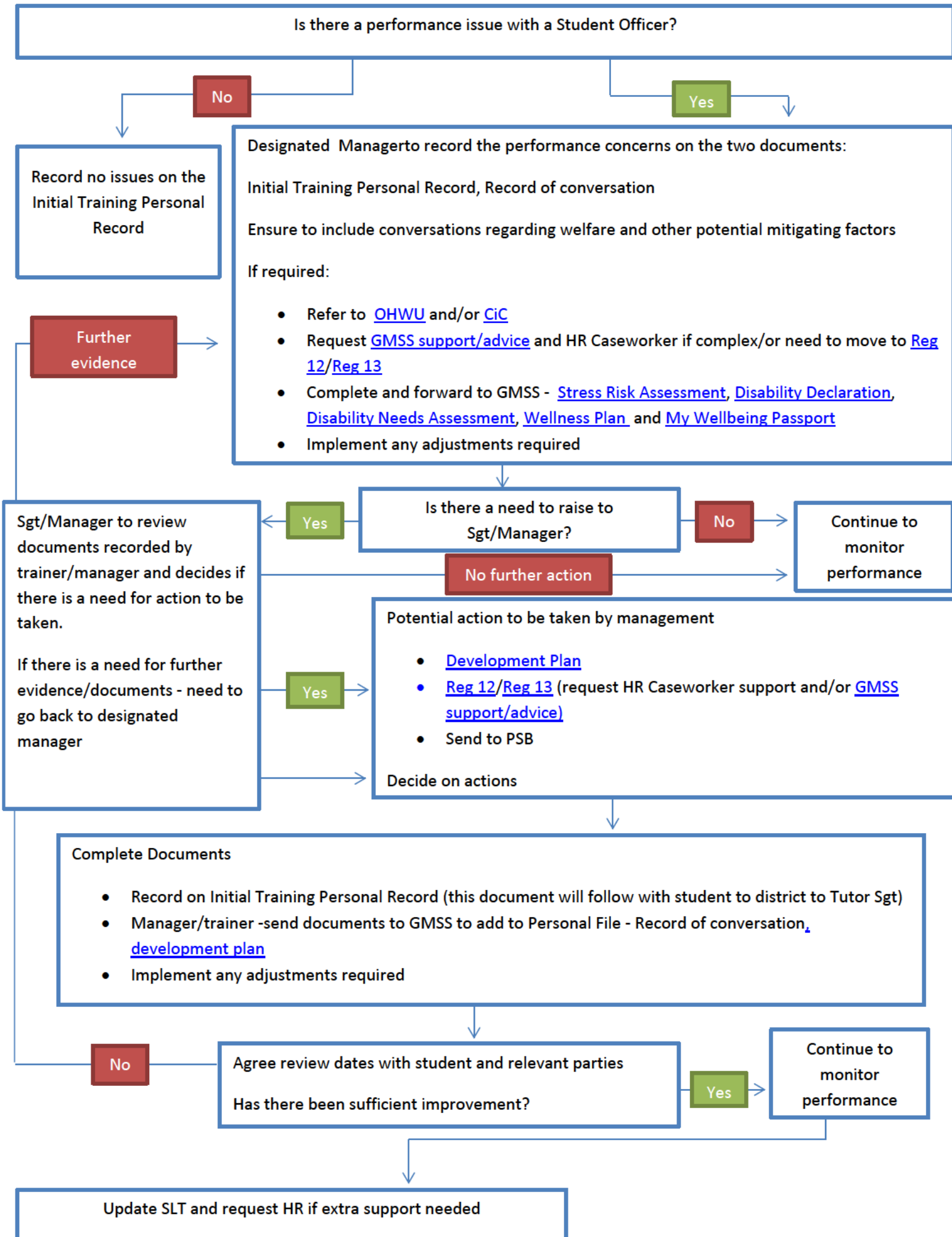
At the meeting:

- You should be prepared to answer questions from the student officer, their representative and the person running the meeting.
- You can also prepare your own questions and a summary. But, you'll obviously want to wait to hear what the student officer says, so these might change.

Flow Chart - Managing Attendance



Flow Chart - Managing Performance



Student Officer Probation Management Toolkit

Version 8

Greater Manchester Police

May 2021



TOOLKIT IMPLEMENTED: December 2013

REVIEW DATE: September 2019

POLICY OWNER: Strategic Resourcing Branch

ASSOCIATED PROCEDURE: Student Officer Probation Policy

PROTECTIVE MARKING: Not protectively marked

IF REVISED, PLEASE COMPLETE TABLE BELOW

☒ Revised

VERSION NO	DATE	SUMMARY OF CHANGES	AUTHOR(S)
1	December 2013	New Management Toolkit to support the Student Officer Probation Policy	Policy and People Relations
2	March 2017	Updated to reflect the change to GMSS and Divisions to Borough	Policy and People Relations
3	March 2018	Merged with HR Toolkit	Policy and People Relations
5	July 2018	Updated to reflect change of Borough to District and amended to include the Casework Manager in the authorisation process.	Policy and People Relations
6	Sept 2018	Amended format of Memo for extension to probation period to Head of HR Branch Removed Notification of extension letter and linked to template letter toolkit	Policy and People Relations
7	23 Feb 2021	Updated due to HR Branch review	Strategic Policy & People Relations
8	May 2021	Flowcharts for managing attendance and performance included. Probation extension request memo changed to form. Clarification of procedures throughout.	Strategic Policy & People Relations

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1. Introduction

This management toolkit is designed to:

- be read alongside the Student Officer Probation Policy
- provide clear guidance to managers of student officers, and
- set out the steps to take if a student officer isn't reaching the required standard.

Following the policy

It's important to make sure you read and follow the Student Officer Probation Policy so that we're consistently and fairly managing performance and attendance during the Probation Period under Regulation 13 of Police Regulations 2003.

If you don't follow the Student Officer Probation Policy and this guidance, the officer may have the right to make a complaint to an employment tribunal and GMP may be ordered to pay compensation.

If you are unsure of the action you need to take, you should contact GMSS or phone x.

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2. Roles and Responsibilities

2.1 Trainer/Manager

During the initial formal training period the trainers have line management responsibility for student officers for the purposes of the Student Officer Probation Policy. Once they're posted to a District this responsibility will pass to their Response Sergeant with support from a Tutor Constable and Tutor Unit Sergeant for the Tutorship Phase (10 Weeks). After the Tutorship Phase the responsibility will pass to their line manager with the support of the Tutor Unit Sergeant.

You'll monitor their performance and attendance against the standards required to be an effective police constable under Regulation 13 of Police Regulations 2003.

It'll be up to you to discuss areas for improvement with the student officer and if needed agree a development action plan. Each student will receive a "Student Milestones" document which gives clarity about their portfolio. You should review the student's performance against the milestones and decide if additional support and training is required to help them reach the necessary standards required to be an effective police constable. Support can consist of but is not limited to:

- Extensions to probation
- Dedicated portfolio days
- Coaching/Mentoring
- OHWU
- Access to Work

You can request an extension to their probation period under Regulation 12 at any time in their two year probation. This must be completed before the student officer is confirmed in rank. The student officer must be told and this confirmed in writing to them before their confirmation in rank date, otherwise they

will be confirmed in rank and would be dealt with under Standards, Performance and Attendance Policy. If the student officer's probation is extended, you'll need to monitor their progress closely and ensure that your HR Caseworker is kept up to date.

If this isn't successful or the performance or attendance issues are more serious, you'll need to arrange a formal meeting at Stage 1 under Regulation 13. When you arrange any meetings it's important you consider the availability of the student officer's representative if they choose to have one. You'll decide what further help and support will be provided.

Following the Stage 1 meeting you'll write to the student officer with the outcome. You'll send this letter to your HR Caseworker to be saved on the officer's personal file.

If progress isn't made and maintained to the required standard, you'll need to discuss the student officer with your HR Caseworker and subsequently the District Superintendent. If they decide to hold a Stage 2 meeting you'll need to arrange this meeting on their behalf and attend to discuss what action and support has already taken place for the student officer.

Following the Stage 2 meeting you'll write to the student officer with the outcome. You'll send this letter to your HR Caseworker to be saved on the officer's personal file.

Once a student officer is assessed as being suitable to confirm in rank tell:

- your RMU/SPOC
- the supervisor of the Initial Police Learning and Development Programme
- the Chief Superintendent's PA

2.2 District Superintendent

When a manager has continued concerns about the performance or attendance of a student officer they'll discuss the case with you.

It's up to you to decide whether to hold a meeting at Stage 2 of the policy. At the meeting you'll decide what further support is needed.

If the required standards still haven't been met, you'll consider whether to request the arrangement of a Stage 3 hearing.

2.3 People and Development Branch

HR Caseworker Manager

The HR Caseworker Manager will:

- allocate an HR Caseworker to support the process of Regulation 12 Extension Probation Requests and Stages 1, 2 and 3 of Regulation 13; and
- arrange for authorisation of any Regulation 12 Extension Probation Requests by the Head of HR Operations

Head of HR Operations

The Head of HR Operations will:

- consider Regulation 12 Extension of Probation Request of Student Officers
- hear cases and provide a recommendation at Stage 3 of this policy on behalf of the Chief Constable.

HR Caseworker

The HR Caseworker will:

- advise and support the manager/trainer with Regulation 12 Extension Probation Requests and Stages 1, 2 and 3 of Regulation 13
- attend meetings and hearings as required
- a different HR Caseworker will act as an advisor to the Chair at the Stage 2 Meeting
- support the Head of Operations to prepare paperwork and recommendations following a Stage 3 hearing
- record action under this policy on the student officer's electronic personal record

HR Senior Partner

- to support the Head of HR Operations at the Stage 3 Meeting as an advisor

Greater Manchester Shared Services (GMSS)

GMSS will:

- provide initial advice and support to managers at Stage 1, 2 and 3 of this Policy.
- record any extension to a Student Officer's Probation Period, and
- follow the Police Officer Leaver's Procedure if the outcome at Stage 3 is dismissal

Resource Management Unit/SPOC

On receiving confirmation in rank for a Student Officer RMU's will:

- update their systems, and
- advise GMSS and send them a copy of the student officer's confirmation certificate for placing on their personal file.

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3. Overview of process

3.1 Handover from Sedgley Park to District

Uniform Training

When a student officer begins their 20 weeks initial training with Uniform Training, the trainers will open two individual documents:

- Initial Personal Training Record
- Student Officer Progress Report

These documents will stay with the student officer throughout their two year probation period.

When the individual is coming up to the end of their initial 20 weeks training, Uniform Training will hold a "Handover Meeting" with the Tutor Unit of the district to discuss each student officer.

The two documents will be reviewed and signed off by Uniform Training before being sent to the District Tutor Unit.

District

The District Tutor Unit Sergeant will attend a "Handover Meeting" to gain an understanding of the student officer before the move onto district.

The Initial Personal Training Record and Student Officer Progress Report should be continued throughout the remaining probation period until the student officer is confirmed in rank.

3.2 Tutorship Phase

When the student officer arrives on district, they will complete a 10 week Tutorship Phase. This is to allow the student officer time to develop under the direction of a Tutor Constable and signed off as competent for independent patrol.

For the student officer to be signed off as competent for independent patrol, they must complete their Police Action Checklists (PACs).

The PACs form must be 100% completed and the form signed to confirm they are fit for independent patrol by their final tutor. This form should be uploaded to the Learning Assistant, along with 8 assessment plans, 8 Learning Development Self-Reviews LDSRs and Week 30 LDSR.

The Student Officer Assessment Development Coordinator (SOADC) will manage the tutor documents throughout the tutor phase and ensure that the internal quality assurance is completed for each student officer.

Once the student officer has completed their Tutorship Phase and the PACs are completed, this must be signed off on the Student Officer Progress Report.

3.3 Confirming a Student Officer in Rank

Manager/Tutor Unit Sergeant

The manager or Tutor Unit Sergeant should complete the student officer's final review and be satisfied they've reached all the standards one month before their 'confirmation in rank' date. This is to ensure that the student officer is competent at being an effective police constable. If this review is not completed it can put GMP at risk as there is no documentation to the student officer's competency.

This should then be passed to the Assessment, Verification and Accreditation (AVA) team to complete their final comments and validations before the 'confirmation in rank' date.

After completion of the above, a member of the SLT on District must review the Student Officer's Progress Report to provide final comment and sign off before the confirmation in rank date.

You should then meet with the student officer to inform them they'll be confirmed in rank. This must be before the confirmation in rank date. If the student officer is absent on this date, management must ensure they are informed and this documented.

Once confirmed in rank send an email to the District Resource Management Unit (RMU), including the officer's:

- PIN
- name
- warrant number
- the confirmation in rank date

- the Initial Personal Training Record and Student Officer Progress Report

The DRMU will:

- update the appropriate resource systems
- prepare and send an assignment form to GMSS , and
- include a copy of the Confirmation in Rank certificate, Initial Personal Training Record and Student Officer Progress Report

3.4 Extension to Probation Period (Regulation 12)

Manager/Trainer

If a student officer isn't reaching the required standard you need to decide:

- if they'll be able to improve enough in the existing probation period, or
- if it's serious enough to hold a Stage 1 meeting under Regulation 13
- whether an extension to their probation period is required.

If an extension to the probation period is required, discuss this with the student officer and complete an extension request memo.

Once the extension request form is completed forward it to x for a HR Caseworker to be allocated to support you through the process.

Once the extension memo request has been reviewed by a HR Caseworker, this will be sent to the Head of HR Operations for authorisation under delegated authority from the Chief Constable.

Once the Head of HR Operations has made a decision on the extension memo request, the decision will be provided to you by the HR Caseworker.

Should a development action plan be required, the HR Caseworker will support you with regards to the content of the development action plan and also provide advice with regards to the confirmation letter.

This should include:

- the improvements required
- the support, training or help you'll provide, and
- the timescales (refer to the Things to Consider when deciding the length of a Development Action Plan tool below).

You must then meet with the student officer to agree and document the above.

Once completed, the development action plan and confirmation letter should be sent to the HR Caseworker for confirmation and they will place them on the student officer's personal file.

You must monitor and review their progress at the agreed review dates. If they don't meet the required standards or don't make enough progress you should consider holding a Stage 1 meeting, if you haven't already done so.

Where you have concerns about their health you should refer the student officer to the Occupational Health and Welfare Unit. You should provide as much information as possible in the referral and ask for advice on:

- the nature and extent of the condition
- the likely duration
- the effects on their ability to perform their role, and

- whether this may be considered to be a disability under the Equality Act.

If an extension to the probation period is rejected by the Head of HR Operations you should consider holding a Stage 1/2 meeting. Meet with the student officer to advise them of the outcome and the next steps.

HR Caseworker

When you receive a request to extend a student officer's probation period from the HR Caseworker Manager you should review it to make sure it includes a full overview of the case. Where appropriate liaise with the requesting manager to ensure the extension request memo is fully completed with the relevant information. This should then be forwarded to the Head of HR Operations for consideration.

Once you receive the outcome inform the manager/trainer and support them to agree a development action plan and confirmation letter with the student officer.

Update the Student Officer UDF on Itrent for recording and monitoring purposes.

The manager/trainer will meet with the student officer and confirm this in writing via letter and development action plan.

Ask the manager/trainer to keep you up to date with the student officer's progress and reviews.

If they have an extension date, make a note of this to check in with the manager/trainer to ensure their probation is on track in preparation for their 'confirmation in rank'.

If an extension to the probation period is rejected by the Head of HR Operations advise the manager/trainer to consider holding a Stage 1/2 meeting.

Advise and support the manager/trainer in these circumstances.

3.5 Stage 1

Manager/Trainer

If you have concerns about the attendance and/or performance of a student officer write a Referral Report Form and send to GMSS for an HR Caseworker to be allocated.

To complete this you'll require:

- Requesting Manager details
- Personal Details of Student Officer
- Reasons for your referral
- Details of support given
- Evidence to support reasons
- Any mitigating circumstances such as medical or disability related reasons
- their length of service
- their training history

Write to the student officer to invite them to a meeting using the letter template. Send this to the student officer alongside any evidence listed in the invite letter at least five days before the meeting.

Refer to the How to Prepare for a Meeting tool and discuss with the HR Caseworker. Prepare a summary of the attendance and/or performance issues you want to discuss.

At the meeting

Manager/Trainer

Your role in the meeting is to ensure:

- the student officer understands they have the opportunity to have a representative if they wish
- everyone has the chance to speak
- the student officer understands the consequences of not reaching the standards required under Regulation 13 of the Police Regulations 2003
- you outline the management case
- you consider all evidence and mitigation when deciding the outcome
- you will be the make the final decision on the outcome of the meeting

You will be supported at the meeting by an HR Caseworker.

HR Caseworker

Your role at the meeting is to advise and support the manager/trainer as well as taking notes.

After the meeting

Manager/Trainer

Write to the student officer informing them of the outcome using the letter template.

Review whether a referral to OHWU is required, if you haven't already referred them.

Write a development action plan and include the support you'll provide and what action the student officer must take. Refer to the Tips for Writing a Development Action Plan tool.

Once completed, the development action plan and outcome letter should be sent to the HR Caseworker for confirmation and to be placed on the personal file.

HR Caseworker

Support the manager/trainer in the writing of the outcome letter and development action plan. This will then be placed on personal file.

Complete the Student Officer UDF on Itrent for recording and monitoring purposes.

Review

Manager/Trainer

Regularly review the student officer's overall progress in line with the set development action plan and liaise with the HR Caseworker.

At the end of the set review period you'll need to consider:

- the progress that has been made
- the standards required of a student officer at this stage of their probation
- the help and support that has already been provided, and
- what more could be offered.

There are template letters available to confirm the outcome of your review to the student officer.

Once completed, the development action plan and outcome letter should be sent to the HR Caseworker for confirmation and placing on personal file.

If the student officer is not at the required standard, please refer to Stage 2 below.

3.6 Stage 2

Before the meeting

Manager/Trainer

Where you consider the student officer's performance/attendance is still unsatisfactory complete a Referral Report Form and discuss this with your allocated HR Caseworker.

Forward the referral report form to the District Superintendent for them to make a decision on whether to progress to Stage 2.

If they agree, they'll ask you to invite the student officer to the meeting using the letter template.

Prepare a chronological summary for the District Superintendent who'll run the Stage 2 meeting. Include:

- evidence to show their performance or attendance isn't at the required standard
- previous action you've taken
- the support and help that's been provided
- the outcome of the Stage 1 meeting
- any information from the Occupational Health and Welfare Unit, and
- any information from other managers, Trainers or Tutor Constables.

Write to the student officer to invite them to a meeting using the letter template and include any evidence listed in the invite letter; at least five days before the meeting.

At the meeting

District Superintendent

Your role in the meeting is to ensure:

- the student officer understands they have the opportunity to have a representative if they wish
- everyone has the chance to speak
- the student officer understands the consequences of not reaching the standards required under Regulation 13 of the Police Regulations 2003
- you consider all evidence and mitigation when deciding the outcome.

You will be supported by a HR Caseworker who has not previously been involved in this case.

HR Caseworker (supporting the District Superintendent)

Your role in the meeting is to ensure:

- to advise and support the District Superintendent
- take notes

Manager/Trainer

Your role in the meeting is to ensure:

- you will present the management case and will be supported by the HR Caseworker who has supported you throughout

HR Caseworker (supporting the Manager/Trainer)

Your role in the meeting is to ensure:

- to advise and support the manager/Trainer
- take notes

After the meeting

District Superintendent

You will confirm your decision in writing to the student officer using the letter template and write a development action plan (if appropriate) The HR Caseworker will advise and support you with this.

HR Caseworker (supporting the District Superintendent)

Update the Student Officer UDF on Itrent for recording and monitoring purposes.

Manager/Trainer

Review whether a referral to OHWU is required, if you haven't already referred them.

Write a development action plan and include the support you'll provide and what action the student officer must take. This will be in conjunction with the letter provided by the District Superintendent. Refer to the Tips for Writing a Development Action Plan tool.

Once completed, the development action plan and outcome letter should be sent to the HR Caseworker for confirmation.

HR Caseworker (supporting the Manager/Trainer)

You should advise and support management in writing the development action plan.

Review

Manager/Trainer

Regularly review the overall progress in line with the set development action plan and liaise with the HR Caseworker.

At the end of the set review period you'll need to consider:

- the progress that has been made
- the standards required of a student officer at this stage of their probation
- the help and support that has already been provided, and
- what more could be offered.

After the time set for improvement has passed, where you consider the student officer's performance/attendance is still unsatisfactory complete a Referral Report Form and discuss this with your allocated HR Caseworker.

This should then be reviewed with the District Superintendent for them to make a decision on whether to progress to Stage 3.

There are template letters available to confirm the outcome of the review to the student officer and tell them if a Stage 3 hearing will be arranged.

Once completed, the development action plan and outcome letter should be sent to the HR Caseworker for confirmation and placing on personal file.

If the student officer is not at the required standard, please refer to Stage 3 below.

3.7 Stage 3

Before the hearing

Manager/Trainer

You need to prepare a chronological summary for the Head of HR Operations who'll run the Stage 3 meeting. Include:

- evidence to show their performance or attendance isn't at the required standard
- previous action you've taken
- the support and help that's been provided
- the outcome of the Stage 1 and 2 meetings
- any relevant information from the Occupational Health and Welfare Unit, and
- any relevant information from other Managers, Trainers or Tutor Constables.

Write to the student officer to invite them to a meeting using the letter template. Send this to the student officer alongside any evidence listed in the invite letter at least five days before the meeting.

At the hearing

Head of HR Operations

Your role in the meeting is to ensure:

- the student officer understands they have the opportunity to have a representative if they wish
- everyone has the chance to speak
- the student officer understands the consequences of not reaching the standards required under Regulation 13 of the Police Regulations 2003
- you consider all evidence and mitigation when deciding the outcome.
- You will then provide a recommendation to the Chief Constable (if appropriate)

During this process you will be supported by a HR Caseworker who has not been involved in the case previously.

HR Caseworker (supporting the Head of HR Operations)

Your role in the meeting is:

- to advise and support the Head of HR Operations
- take notes

Manager/Trainer

Your role in the meeting is:

- You will present the management case
- You will be supported by the HR Caseworker who has supported you throughout who will advise and support you and take notes. .

HR Caseworker (supporting the Manager/Trainer)

Your role in the meeting is:

- to advise and support the Manager/Trainer
- take notes

After the hearing

HR Caseworker (supporting the Head of HR Operations)

You should prepare a letter on behalf of the Head of HR Operations to:

- confirm the outcome, and
- provide a full written record of the hearing.

The outcome of the hearing should be confirmed in writing to the student officer within 48 hours of the hearing.

If the Head of HR Operations recommends to the Chief Constable that the student officer should be dismissed under Regulation 13 of the Police Regulations 2003, you should also prepare the following for the Chief Constable:

- all case papers
- a report setting out the reasons for the recommendation
- any documents or reports provided by the student officer
- a covering memorandum, and
- a memorandum of dismissal for the Chief Constable to sign if they agree to this course of action.

This should reach the Chief Constable within 10 days of the Stage 3 hearing.

3.8 Dismissal

HR Caseworker (supporting the Head of HR Operations)

- Where the Chief Constable has dismissed a Probationary Constable and or given them the option to resign as an alternative to dismissal you should contact the line manager and ask them to complete a Leaver Form with the staff member without delay.
- To avoid any overpayment, make an initial telephone call to GMSS to inform them of the dismissal/required to resign and provide last day of service date.
- Refer to the Leavers Toolkit for further guidance.
- You must also complete the Student Officer UDF on Itrent for recording and monitoring purposes.

Manager (with support from the HR Caseworker supporting the Manager/Trainer)

If the Chief Constable decides to dismiss the student officer, or they choose to resign as an alternative to dismissal you should:

- tell the District Superintendent
- complete a Leavers Form with the individual
- forward the completed Leavers Form to the RMU (or RMU SPOC) and
- refer to the Leavers Toolkit for further guidance

GMSS

GMSS, on receipt of the Leavers Form, should follow the usual Police Officer Leaver's Procedure. The student officer's last day of service should be included on the Leavers Form and will usually be either:

- the date the Chief Constable signed the memo to dismiss them, or
- the date they submitted their resignation.

Make sure they're paid one month's pay in lieu of notice if they're dismissed. This shouldn't be paid if they choose to resign.

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4. Considerations

End of Probation Period

It's important to address issues with a student officer as they arise, to ensure consideration is given to any proposed extensions to the probation period under Regulation 13 of the Police Regulations 2003.

Once the probation period has ended, an officer will be seen to have been confirmed in the rank of constable. After this time if there are any performance or attendance issues they should be considered under the Standards, Performance and Attendance Policy.

Disability

If a student officer has a disability and the only reason they won't reach the standard required of a Constable is because of this disability, the range of reasonable adjustments you should consider may be greater. You should refer to the Disability Management Toolkit and the guidance on making reasonable adjustments.

For example, at Stage 3 as an alternative to recommending to the Chief Constable that they dismiss a student officer the Head of HR Operations may suggest they're redeployed to a police staff role. This would be on police staff terms and conditions.

Part Time Hours and Flexible Working

Police Regulations allow for student officers to be recruited on a part time basis. The probation period of part time student officers is calculated on a pro rata basis depending on their normal weekly hours of work. Annex C of the Determinations of Police Regulations refers to this.

Under the Flexible Working Policy, in exceptional circumstances we might consider an application for flexible working from a Student Officer in their Probation Period. We would only consider this after the initial 40 weeks of the Probation Period.

Student Officer returning from Family Related Leave (e.g. maternity, paternity, shared parental or adoption leave)

You should meet with the student officer on their return to work to discuss their progress in the Probation Period. It wouldn't be appropriate to begin the Regulation 13 process just because an officer had been absent for this reason. However, it might be necessary to extend their probation period if they have missed a significant amount of training or are a long way from reaching the standards of a police constable. An extension would provide sufficient time to support them to reach the required standard.

Right to Representation

When arranging meetings you should try to agree the date and consider the availability of the student officer's representative.

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5. Tools

Regulation 12 - Extension Probation Request

Regulation 13 - Referral Form

Development Action Plan - Blank

Development Action Plan - Missing Deadlines Example

Tips for Writing an Action Plan

Things to consider when deciding the length of an Action Plan

How to Prepare for a Meeting

Flow Chart - Standardisation of Portfolio

Flow Chart - Managing Attendance

Flow Chart - Managing Performance

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Regulation 12 - Extension Probation Request

Manager Requesting Extension:		
Requesting Manager:	Name: Click here to enter text.	Pin: Click here to enter text.
Date of Request:	Click here to enter a date.	
To enable the below Student Officer to complete their probationary training and demonstrate the required standard, I am requesting consideration be given to extending their probationary period for a period of Choose an item. months until Click here to enter a date. due to Click here to enter text.		

Personal Details of Student Officer:			
Student Officer Name/Pin:	Click here to enter text.	Line Manager Name/Pin:	Click here to enter text.
Tutor Sgt Name/Pin:	Click here to enter text.	District:	Choose an item.
Start Date with the Force:	Click here to enter a date.	Current confirmation in rank date:	Click here to enter a date.
Intake Reference:	Click here to enter text.		

Additional Information: (Please X the appropriate box)	
Does the Student Officer have a disability?	☐ Yes ☐ No
Has the Student Officer had a previous Regulation 12 Extension?	☐ Yes (please attach a copy) ☐ No
Is the Student Officer currently on a Development Action Plan?	☐ Yes (please attach a copy) ☐ No
Is the Student Officer under PSB investigation or under restrictions?	☐ Yes (please give an indication of timescale) Click here to enter text. ☐ No
Is the Student Officer currently under Regulation 13?	If Yes - please provide the date the improvement notice is until Date: Click here to enter a date.
	If No - has consideration been given to Regulation 13 and what were the considerations? Click here to enter text.

The following boxes must be completed for all requests:

Attendance:	
Is the Student Officer currently absent from work?	☐ Yes ☐ No
Please provide a summary as to how the absence has been managed: (e.g. - reasonable adjustments, support offered, recuperative duties, referral to OHWU) Click here to enter text.	

Has the Student Officer had previous sickness absence?	☐ Yes ☐ No
Has the Student Officer had previous sickness as a result of an Injury on Duty?	☐ Yes ☐ No
Please provide a summary as to why the attendance concerns have resulted in requesting an extension: Click here to enter text.	
Please provide a summary as to the future plans to support the individual to achieve the required standard of a Police Officer (include objectives and attach development action plan): Click here to enter text.	
Please click on the box if the following documents have been completed:	
☐ Development Action Plan ☐ Disability Declaration	☐ Stress Risk Assessment ☐ Disability Needs Assessment
☐ OHWU Referral/Reports ☐ Wellness Plan/My Wellbeing Passport	

Performance:			
Are there any portfolio concerns with the Student Officer?	☐ Yes ☐ No	Are there any general performance concerns with the Student Officer?	☐ Yes ☐ No
Current % completion and % target (including date) of the Student Officer Portfolio?	Click here to enter text.% (completion) Click here to enter text.% (target) by Click here to enter a date.		
Please provide a summary of the reasons for the performance concerns and how this has been managed: (e.g. - resonable adjustments, support offered, development action plan) Click here to enter text.			
Please provide a summary as to the future plans to support the individual to achieve the required standard of a Police Officer (include objectives and attach development action plan): Click here to enter text.			
Please click on the box if the following documents have been completed:			
☐ Development Action Plan ☐ Disability Declaration	☐ Stress Risk Assessment ☐ Disability Needs Assessment	☐ OHWU Referral/Reports ☐ Wellness Plan/My Wellbeing Passport	

Extension Authorisation:		
The above named Student Officer's probationary period has been extended to Click here to enter a date.		
Additional Comments: Click here to enter text.		
Delegated Authority:	Name: Click here to enter text.	Pin: Click here to enter text.
Date of Authorisation:	Click here to enter a date.	

Manager to send completed form to x

HR Caseworker will be allocated to confirm the extension back to the manager

Regulation 13 of Police Regulations 2003

Requesting Manager:		
Requesting Manager:	Name: Click here to enter text.	Pin: Click here to enter text.
Date of Request:	Click here to enter a date.	
Reason for requesting Reg 13: Choose an item.		
Please select which Stage is being requested: Choose an item.		

Personal Details of Student Officer:			
Student Officer Name/Pin:	Click here to enter text.	Line Manager Name/Pin:	Click here to enter text.
Tutor Sgt Name/Pin:	Click here to enter text.	District:	Choose an item.
Start Date with the Force:	Click here to enter a date.	Current confirmation in rank date:	Click here to enter a date.
Intake Reference:	Click here to enter text.		

Additional Information: (Please X the appropriate box)	
Does the Student Officer have a disability?	☐ Yes ☐ No
Has the Student Officer previously been through Regulation 13?	☐ Yes (please select the date the Improvement Notice was until and at what stage) Click here to enter a date. Choose an item. ☐ No
Has the Student Officer had an extension of probation under Regulation 12?	☐ Yes (please attach at copy) ☐ No
Is the Student Officer currently on a Development Action Plan?	☐ Yes (please attach at copy) ☐ No
Is the Student Officer under PSB investigation or under restrictions?	☐ Yes (please give an indication of timescale) Click here to enter text. ☐ No

The following boxes must be completed for all requests:

Attendance:	
Is the Student Officer currently absent from work?	☐ Yes ☐ No
Please provide a summary as to how the absence has been managed: (e.g. - reasonable adjustments, support offered, recuperative duties, referral to OHWU) Click here to enter text.	

Has the Student Officer had previous sickness absence?	☐ Yes ☐ No
Has the Student Officer had previous sickness as a result of an Injury on Duty?	☐ Yes ☐ No
Please provide a summary as to why the attendance concerns have resulted in a referral to Regulation 13: Click here to enter text.	
Please provide a summary as to the future plans to support the individual to achieve the required standard of a Police Officer (include objectives and attach development action plan): Click here to enter text.	
Please click on the box if the following documents have been completed:	
☐ Development Action Plan	☐ Stress Risk Assessment
☐ Disability Declaration	☐ Disability Needs Assessment
☐ OHWU Referral/Reports	☐ Wellness Plan/My Wellbeing Passport

Performance:			
Are there any portfolio concerns with the Student Officer?	☐ Yes ☐ No	Are there any general performance concerns with the Student Officer?	☐ Yes ☐ No
Current % completion and % target (including date) of the Student Officer Portfolio?		Click here to enter text. % (completion) Click here to enter text. % (target and date)	
Please provide a summary of the reasons for the performance concerns and how this has been managed: (e.g. - resonable adjustments, support offered, development action plan) Click here to enter text.			
Please provide a summary as to the future plans to support the individual to achieve the required standard of a Police Officer (include objectives and attach development action plan): Click here to enter text.			
Please click on the box if the following documents have been completed:			
☐ Development Action Plan	☐ Stress Risk Assessment	☐ OHWU Referral/Reports	
☐ Disability Declaration	☐ Disability Needs Assessment	☐ Wellness Plan/My Wellbeing Passport	

**Requesting Manager to send completed form via a ticket to GMSS - HR
Caseworker will be allocated to support the manager**

Development Action Plan - Blank

Developmental action plans are used to record the development of an officer at any point during their two-year probationary period. The plan allows a structured approach to the development of the officer.

Development action plans should be produced using the SMART mnemonic. They should be Specific, Measurable, Achievable, Realistic and Time bound

Student details	
Manager/Trainer/ details	
Date (today's date)	
Development need identified	
Identified by?	
Identified how?	
Date	

Student signature:	Assessor signature:

S	
M	
A	
R	
T	

Review of Action Plan		Detail progress/blockages and evidence reference numbers			
1 st Interim Review:					
Action plan to be ongoing:	☐	Action plan completed:	☐	Action plan terminated:	☐
Signed (DAP Holder)			Signed (Line Manager)		
Date:			Date:		

2 nd Interim Review:					
Action plan to be ongoing:	☐	Action plan completed:	☐	Action plan terminated:	☐
Signed (DAP Holder)			Signed (Line Manager)		
Date:			Date:		

3 rd Interim Review:					
Action plan to be ongoing:	☐	Action plan completed:	☐	Action plan terminated:	☐
Signed (DAP Holder)			Signed (Line Manager)		
Date:			Date:		

Missed Diploma Deadline - Developmental Action Plan

Developmental action plans are used to record the development of an officer at any point during their two-year probationary period. The plan allows a structured approach to the development of the officer.

Development plans should be produced using the SMART mnemonic. They should be Specific, Measurable, Achievable, Realistic and Time bound

Student details	<i>PC</i>
Manager/Trainer/ details	<i>PS - Tutor Sgt</i>
Date (today's date)	<i>Date of Development meeting or Stage 1 meeting</i>
Development need identified	Student must work towards achieving the minimum requirement of <i>50% / 75% / 100 % (delete as necessary)</i> of completed work on their Level 3 Diploma in Policing. PC was set the IPS Development Plan on <i>"insert date"</i> with the objective to achieve <i>50% / 75% / 100 % (delete as necessary)</i> by no later than <i>"insert date"</i>. This being the expected target at this stage in their probationary period. PC has not met this deadline.
Identified by?	<i>PS - Tutor Sgt</i>
Identified how?	Internal Quality Assessment (IQA) checks
Date	<i>Date of missed deadline</i>

Student signature	Assessor signature:

<u>S</u>	Achieve a minimum of 50% / 75% / 100 % (delete as necessary) of the QCF Units on your level 3 diploma.
M	Via e:portfolio and completion of elements in the award
A	Yes, all students should have completed at least 50% / 75% / 100 % (delete as necessary) of their portfolio by this stage in their probationary period
R	Students evidence their required percentage to meet assessment criteria from their Initial Police Learning and Development Programme and operational experience since being on independent patrol.
T	Achieved by completion of 50% / 75% / 100 % (delete as necessary) within one calendar month of meeting date - "insert date"

Achieved	Y	N		If not achieved, date of next review	
Student signature:				Plan reviewed by:	

Tips for writing a Development Action Plan

You can use the [Template Action Plan](#):

- At the informal stage, as a tool to document the outcome of the discussion between you and the individual – i.e. objectives for improvement, and agreed actions for both of you, and/or
- After a formal meeting, to plan what steps will be taken by you and the individual to achieve the requirements of any Improvement Notice or other outcome.

The Development Action Plan should be a supportive tool to plan how to reach the standards required.

You can adapt the [Template Development Action Plan](#) for your needs.

Tips:

- Meet with the individual – look to agree the Development Action Plan.
- Identify the areas of concern – give specific examples. Make sure that the individual understands the issues.
- Always set SMART (Specific, Measurable, Achievable, Relevant and Time-related) objectives for improvement. NB: the objectives may have been set as an outcome of the formal meeting.
- Ask the Student Officer what they believe would help, and try to agree this wherever possible.
- Add actions for yourself if there's anything you can do to support the achievement of the objectives.
- Build in steps to reaching an overall acceptable standard.
- Be clear on what resources are available, such as training courses, before committing to provide anything.
- Keep it consistent with the standards required to become an effective Constable, team goals and District/Branch/Force priorities.
- Make sure you give enough time to reach the required standard as this will be a factor when considering moving to the next stage.
- Review progress as and when appropriate.

Things to Consider when deciding the length of a Development Action Plan

There are a number of things you'll need to consider when setting the timescale of an action plan. You'll obviously need to bear in mind that the Probation Period is time limited, even if an extension has been given.

Above all, you must think about what is reasonable in the individual circumstance and the reasons why you're setting an action plan.

Some of the things you'll want to consider include:

- If they've missed training:
 - What's the next available date?
 - How long is the course?
 - Is there more than one module they need to complete?
- What is a reasonable, specific and realistic period of time for you to assess if the necessary improvement has been made?
- If mentoring/coaching is needed, when are other officers available to carry this out?
- What's the latest medical position? This might include advice from:
 - OHWU
 - their GP, and/or
 - a specialist.
- If they're off sick, when is their current fit note due to expire?
- Do they have surgery or treatment coming up?
- How soon can a Disability Needs Assessment be done and any reasonable adjustments put in place?
- The length of any restricted or recuperative duties plan.
- If their probation period has been extended, how long for?

How to Prepare for a Meeting

1. Gather Evidence and Examples

The evidence you gather will depend entirely on the performance or attendance in question.

For attendance, this may include:

- record of attendance
- record of return-to-work interviews or other contact
- record of other meetings (informal or formal), and
- Information from OHWU or other medical documents.

For performance, this may include:

- example pieces of written work (a statement, a report, an email)
- notes from previous meetings (informal or formal)
- records taken of relevant incidents
- statements or emails from anyone who has witnessed poor performance, and
- data related to specific elements of performance from Force IT systems, if relevant.

2. Write your case

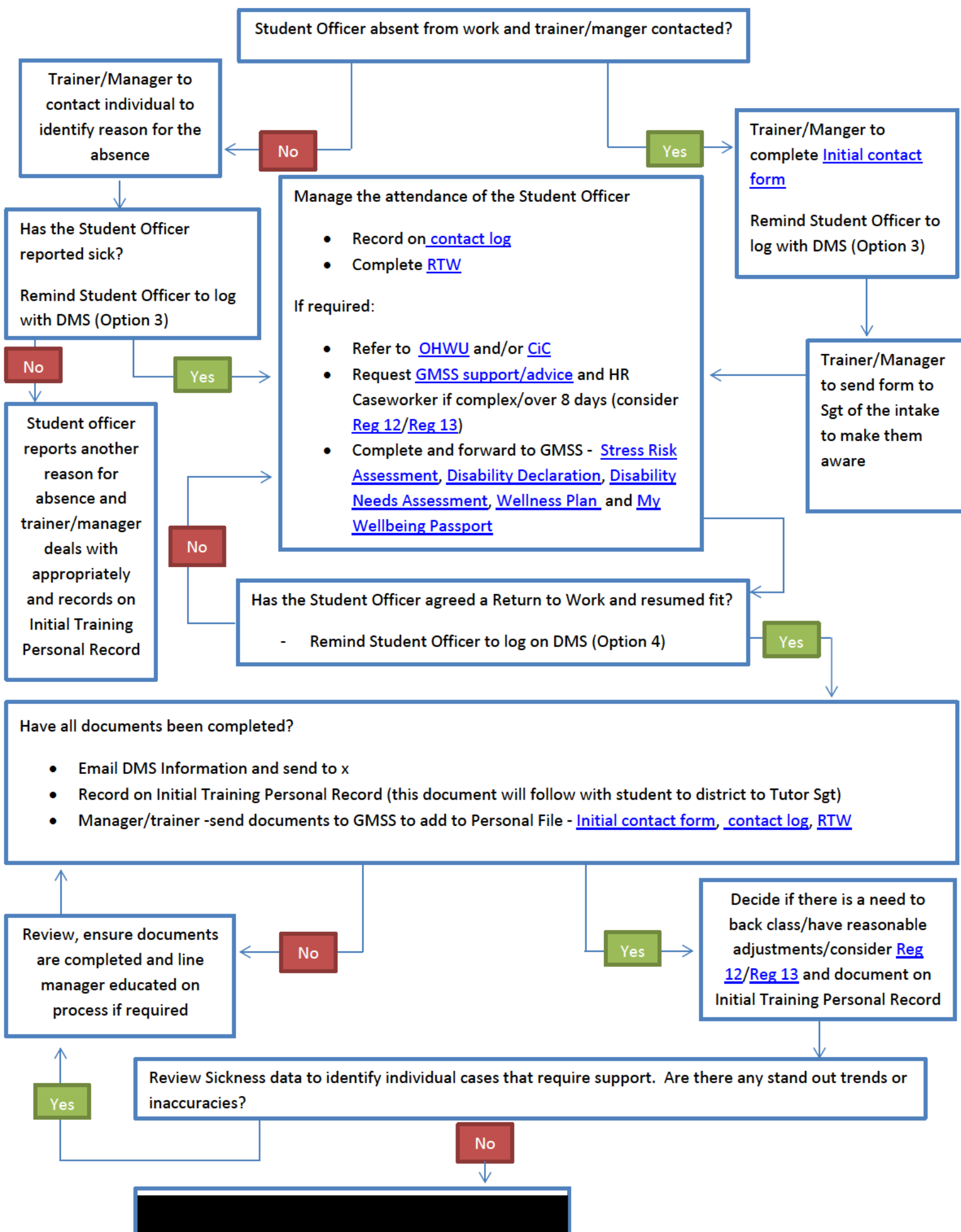
When doing so, refer throughout to the evidence you've gathered. Make sure your written case includes:

- Your role and your relationship to the staff member.
- Details of the standards of performance/attendance expected at this stage of the Probation Period and how the Student Officer doesn't reach the standard.
- A chronological summary of issues and actions so far.
- For attendance it may be useful to calculate what percentage of the working year they have been absent.
- A summary of the meetings that have taken place up until now, such as one-to-ones, home visits, informal stage meetings and Attendance Support Meetings.
- A summary of the support that has been provided since performance or attendance problems were identified.
- The decision made at the previous Stage meeting and what action has taken place since then. For example, any further advice from OHWU, training reports, or updates from mentors.
- A view of what action you'd like following the meeting.

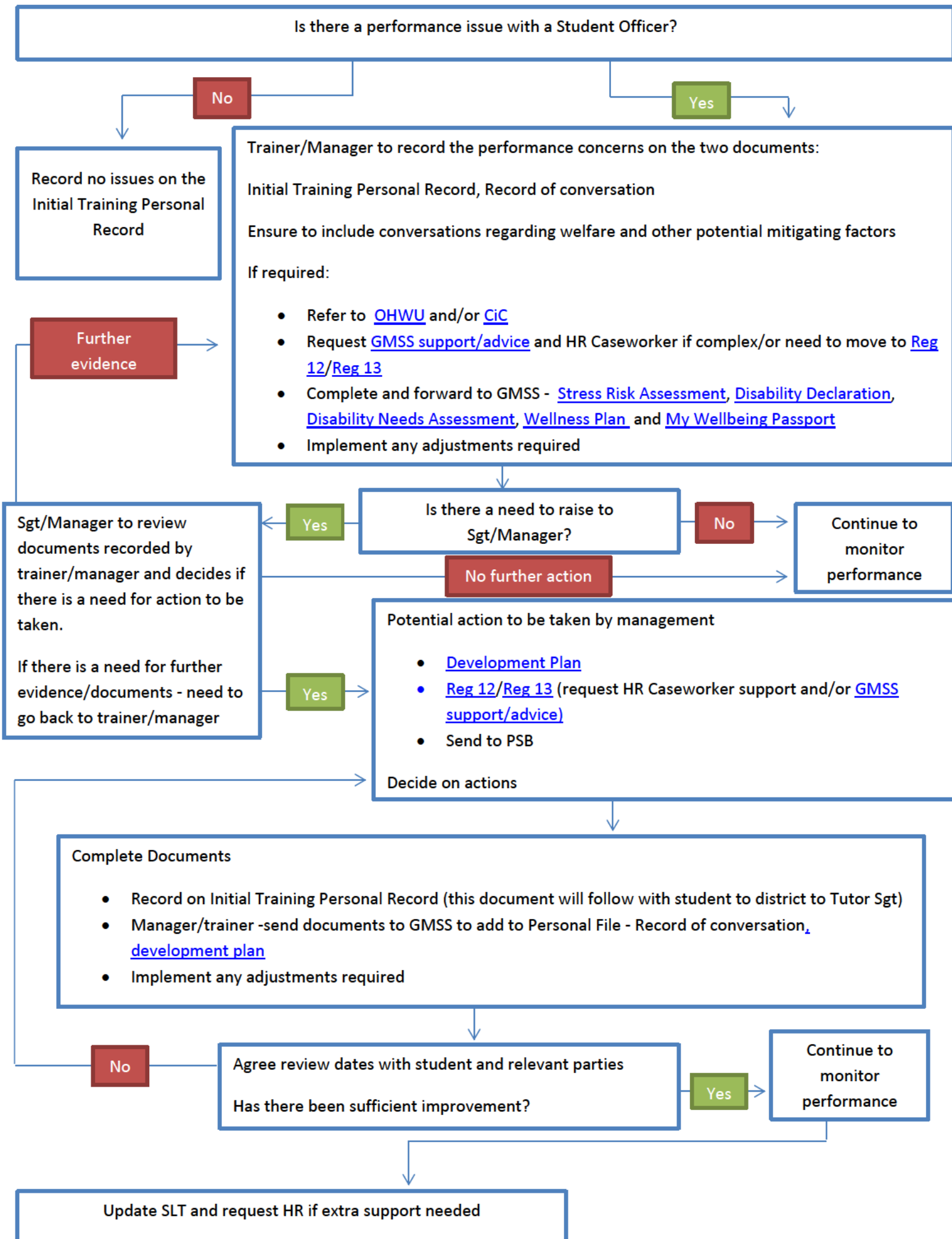
At the meeting:

- You should be prepared to answer questions from the student officer, their representative and the person running the meeting.
- You can also prepare your own questions and a summary. But, you'll obviously want to wait to hear what the student officer says, so these might change.

Flow Chart - Managing Attendance



Flow Chart - Managing Performance



Student Officer Probation Policy Regulation 13

Version 12

Greater Manchester Police

May 2023



POLICY IMPLEMENTED: 25 November 2013

REVIEW DATE: March 2024

POLICY OWNER: Strategic Policy and People Relations

APPROVED BY: Chief Officer Group

ASSOCIATED POLICY: Procedure included

PROTECTIVE MARKING: Not Protectively Marked

IS THE POLICY ☐ New ☒ Revised

IF REVISED, PLEASE COMPLETE TABLE BELOW

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11	22 January 2022	Amended to bring in line with PEQF Student Officer intakes	Strategic Policy & People Relations
12	May 2023	Amend to clarify HR Operations responsibilities	Strategic Policy & People Relations

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1. Introduction and Background

Policy Statement

Greater Manchester Police (GMP) are committed to the development of our staff. We believe it's important that every opportunity to improve is given to Student Officers. This policy sets out the additional support that'll be given to Student Officers to help them reach the required standards of performance and attendance. It also sets out the procedure for Student Officers who aren't likely to become an efficient or well conducted Constable under Regulation 13 of the Police Regulations 2003.

Aims

This policy aims to:

- Provide a consistent approach to deal with Student Officers whose performance or attendance doesn't meet the required standard.
- Meet the requirements of Regulation 13 of the Police Regulations 2003.
- Outline the process for extending a Student Officer's Probation Period.
- Give a supportive framework for managers and trainers to use.

2. Scope

This policy applies to Police Officers in their Probation Period (Student Officers).

3. Terms and Definitions

Dismiss

This is used to mean the same as discharge or dispense as used in Regulation 13 of Police Regulations 2003.

Designated Manager

For the purpose of this policy this may be your trainer while you're in formal training or your Sergeant when you're posted to your District/Branch. In some cases it might also include your Tutor Constable.

Learning Programme

The learning programme that the Student Officer is enrolled on. The current learning programmes are:

- Initial Police Learning Development Programme (IPLDP) (full-time and job-share)
- Police Constable Degree Apprenticeship - PCDA
- Degree Holder Entry Programme (DHEP)
- Detective Degree Holder Entry Programme (DDHEP)
- Police Now
- Accelerated Detective Entry Programme

Probation Period

The period where Student Officers receive training and support to reach the standards of a Police Constable before being confirmed in rank. This period may be extended.

Standards of Professional Behaviour for Police Officers

A set of principles that officers are expected to follow when they carry out their duties. Any potential misconduct is measured against these standards.

Regulation 12 (Probationary Service in the rank of Constable)

The Regulation under Police Regulations 2003 that allows for probation period to be extended if deemed necessary.

Regulation 13 ((Discharge of a Probationer)

The Regulation under Police Regulations 2003 that provides for the dismissal of a constable during their Probation Period if they're not going to reach the required standards of competence, performance or attendance.

Student Officer

A new police officer in their Probation Period.

4. Roles & Responsibilities

Responsibilities of the Chief Constable

The Chief Constable will:

- delegate responsibility at Stages 1 and 2, and
- make the final decision whether to dismiss at Stage 3 of this policy.

Responsibilities of the District/Branch Commander

District and Branch Commanders will be responsible for:

- reviewing cases brought to them at Stage 2 of this policy, and
- deciding if, and what, further support will be offered.

Responsibilities of the Designated Manager

During the Probation Period the Designated Manager will:

- monitor performance and attendance
- provide the Caseworker Manager with updates on Student Officers' progress when an extension is required
- begin action under Regulation 13 if required
- recommend an extension to a Probation Period if it's needed
- monitor any extension to a Probation Period
- agree improvement plans, and
- provide additional support and training if needed.
- provide copies of all correspondence to GMSS

Responsibilities of the Head of HR Operations

The Head of HR Operations will hear all cases at Stage 3 of this policy and consider extensions to the Probation Period of Student Officers.

Responsibilities of the HR Operations Team

The HR Senior Partner will arrange for authorisation of any extensions to the Probation Period of Student Officers by the Head of HR Operations .

An HR representative (HR Senior Partners and/or HR Caseworkers will advise and support Designated Managers through this process.

Responsibilities of Professional Standards Branch

The Professional Standards Branch will:

- assess potential cases of misconduct by a Student Officer,
- assess what, if any, information can be shared with a Learning Provider in respect of any professional misconduct,
- consider if there is a need for the Student Officer to be placed on the police barred list if dismissed, and
- advise whether cases should progress straight to Stage 3 of this policy.

Responsibilities of Student Officers

Student Officers will:

- show commitment to their own training and development
- follow all GMP policies and procedures
- inform the Designated Manager and/or university tutors about specific learning requirements to allow adjustments to be made
- tell the Designated Manager and/or university tutors about circumstances that may affect their performance
- attend all sessions and lessons on time
- notify the designated contact in advance if they're unable to attend a session
- successfully meet the objectives set within the Learning Programme
- submit work on time and respect the guidance of Designated Managers / and/or university tutors
- successfully pass all the learning modules in the Learning Programme to achieve the required number of academic credits in each year
- help to create a supportive learning environment for them and their fellow students.

5. Principles

5.1 Entry Route and Probation Period

The probation period for each of the entry routes is outlined below.

Entry route	Probation period
Initial Police Learning Development Programme (IPLDP) (full-time)	2 years
Accelerated Detective Entry Programme	2 years

Initial Police Learning Development Programme (IPLDP) (job-share)	4 years
Police Constable Degree Apprenticeship - PCDA	3 years
Degree Holder Entry Programme (DHEP)	2 years
Detective Degree Holder Entry Programme (DDHEP)	2 years
Police Now	2 years

5.2 Extension to Probation Period

Some of the reasons for extending the Probation Period include, but aren't limited to:

- particular training hasn't been completed
- minor performance issues
- repeated concerns or criticisms from peers, colleagues, other managers, members of the public etc
- factual / quantifiable grounds to highlight poor performance e.g. deadlines not being met, persistent lateness or absence, not demonstrating pro-activity/self-motivation, a lack of understanding and application of policy and procedure.
- long term or persistent short term sickness absence
- an injury on duty that means training can't be completed , or
- where additional support/reasonable adjustments need to be put in place for a disability.
- failure to meet the objectives set within the Learning Programme
- failure to complete and pass all the learning modules in the learning programme to achieve the required number of academic credits in each year

Your Probation Period can be extended without you being in the Regulation 13 procedure with approval from the Head of HR Operations. This is so that all possible help and support can be given to you to make sure you can reach the standard required.

We may use Regulation 13 procedure immediately , if your Designated Manager and/or University Tutors

- thinks that the improvement required in performance or attendance is more significant or;
- if you fail to successfully pass all the learning modules in the Learning Programme that stops you from continuing on the course.

5.3 Family Related Leave

A period of maternity, paternity, parental, shared parental or adoption leave will count as service towards your Probation Period in line with Annex C of the Police Regulations Determinations.

It might be necessary to extend your Probation Period if you have been away from work for any of these reasons. This is to make sure you have enough time to reach the standard required of a Constable.

5.4 Support for Disabilities

If you tell us that you have a disability under the Equality Act 2010 we'll take this into account. We'll make sure you've had a Disability Needs Assessment and we'll consider reasonable adjustments to help you reach the required standards. We'll refer to the Disability Management Toolkit.

If you have a disability, this doesn't prevent us from taking action under this Policy. However, your Designated Manager may decide to make adjustments to how they manage your attendance or performance after taking into account Occupational Health advice.

5.5 Occupational Health

Where your attendance is unsatisfactory, or where the reason for your unsatisfactory performance may be health-related, we may refer you to Occupational Health. We may do this at any stage of the process, but in most cases this will be at Stage 1.

We may ask Occupational Health for up-to-date information and advice, and we'll take that advice into account in order to make decisions and to provide the most appropriate support to you.

Your Designated Manager will review your action plan at any stage of this policy if more information becomes available from Occupational Health.

5.6 Decision to Dismiss

The Chief Constable will delegate the authority to hear a case at Stage 3 of this policy to the Head of HR Operations. They can make a recommendation to dismiss under Regulation 13 but the final decision can't be delegated and will be made by the Chief Constable.

5.7 Right to representation

You have the right to be accompanied by a Federation representative, a staff support network representative or a colleague at meetings under the formal stages of this policy. We particularly encourage you to bring a representative to any Stage 3 hearing as the outcome may be a recommendation that you're dismissed.

You don't have the right to bring legal representation.

5.8 Appeals

There's no right of appeal against action taken under this policy.

5.9 Notice of dismissal

If you're dismissed by the Chief Constable under Regulation 13 you're entitled to one month's pay in lieu of notice. Your last day of service will be the day the Chief Constable writes to you.

5.10 Option to Resign

If you're dismissed by the Chief Constable under Regulation 13 you have the option to resign instead. Your last day of service will be the date you submitted your resignation. You won't be entitled to pay in lieu of notice in this case.

6. Procedure

6.1 Extension to Probation outside of Regulation 13

If your Designated Manager identifies areas of your attendance or performance that aren't at the required standard they'll discuss this with you. This could include for any of the reasons in 5.2 or 5.3 above. You'll :

- agree actions you'll both take
- set specific areas of improvement, and
- discuss the timescale the improvement must be made in.

If these improvements can't be made in the usual Probation Period, your Designated Manager will ask the Head of HR Operations to extend your probation.

If this is approved your Designated Manager will meet with you again to agree an improvement plan. They'll review your progress against this regularly.

In most cases we won't extend your Probation Period again. You need to make the required improvement in the timescale that's been set and you'll be supported to do this. If you don't, your Designated Manager might use the Regulation 13 procedure.

6.2 Stage 1

Arranging a meeting

If your Designated Manager has concerns about your attendance and/or performance they'll prepare a report and arrange a meeting with you. They'll try to agree a date and time that are convenient to you (and take into account the availability of your representative). However, if it isn't possible to agree, they may give you 5 days notice. They'll outline the issues they want to discuss.

When you receive this invitation you'll need to provide any documents that you want to refer to in the meeting as soon as possible.

At the meeting

The meeting will be between you and your Designated Manager. HR Caseworker may also attend to support the Designated Manager..

The purpose of this meeting is to:

- explain the failures in attendance and/or performance
- discuss your progress on the Learning Programme
- discuss the possible reasons for this
- give you and your representative the chance to respond
- review any reasonable adjustments already in place
- set out the standards required, and
- agree an action plan and timescales to reach this standard.

The possible outcomes at a Stage 1 meeting under Regulation 13 might include, but aren't limited to:

- an improvement notice, and
- an action plan, including
 - the level of improvement required

- set timescales
- review dates
- targets, and
- the help and support we'll give you, or
- that satisfactory progress has been made and no action is needed.

After the meeting

As soon as possible after the meeting your Designated Manager will write you to confirm the outcome and give you a copy of any agreed action plan. This'll include:

- details of the support and help we'll give you
- the improvements required, and
- the date these must be met by.

If you have potential health issues we'll refer you to Occupational Health if this hasn't already been done.

Review

At the end of the set review period your Designated Manager will write a report on your progress.

They'll write to you to say that either:

- you've made the required improvement and you're no longer in the formal process, or
- you haven't made the required improvement and a Stage 2 interview will be arranged.

6.3 Stage 2

Arranging a meeting

Your Designated Manager will invite you to a meeting with your District/Branch Commander. They'll try to agree a date and time that are convenient to you (and take into account the availability of your representative). However, if it isn't possible to agree, they may give you 5 days notice. They'll outline the issues they want to discuss.

When you receive this invitation you'll need to give the District/Branch Commander any documents that you want to refer to in the meeting as soon as possible.

At the meeting

The meeting will be between you, your Designated Manager and your District/Branch Commander. A HR representative may attend to provide support to District/Branch Commander.

You must bring your pocket notebook to the meeting. Your District/Branch Commander will sign this to confirm it's complete and up to date.

The purpose of the meeting is to:

- tell you how your performance/attendance isn't acceptable
- discuss your progress on the Learning Programme
- notify you that your role is at risk if you don't make satisfactory progress
- give you and your representative the chance to respond
- discuss what further support we can give you to bring your attendance/performance up to the required standard, and
- make sure that you're given every opportunity to demonstrate the skills and abilities of a Police Officer.

The possible outcomes at a Stage 2 meeting under Regulation 13 might include, but aren't limited to:

- a second improvement notice, and
- an action plan, including
 - the level of improvement required
 - set timescales
 - review dates
 - targets, and
 - the help and support we'll give you
- an extension of the Stage 1 improvement notice, or
- that satisfactory progress has been made and no action is needed.

After the meeting

As soon as possible after the meeting your Designated Manager will write to you to confirm the outcome of the meeting and give you a copy of any agreed action plan. This'll include:

- details of the support and help we'll give you
- the improvements required, and
- the date these must be met by.

Review

At the end of the set review period your Designated Manager with the HR representative will arrange to meet with the District/Branch Commander to discuss your progress to date.

Following this they'll write to you to say that either:

- you've made the required improvement and you're no longer in the formal process, or
- you haven't made the required improvement and a Stage 3 hearing under Regulation 13 will be arranged.

6.4 Stage 3

Arranging a Stage 3 hearing under Regulation 13

We'll write to you to invite you to a Stage 3 hearing with the Head of the HR Operations and outline the issues that'll be discussed. We'll try to agree a date and time that are convenient to you (and take into account the availability of your representative). However, if it isn't possible to agree, we may give you 5 days notice. Five days before the hearing we'll send you a summary of our report and recommendation to allow you and your representative to prepare.

When you receive this invitation you'll need to send any documents that you want to refer to in the meeting to the Head of the HR Operations as soon as possible.

At the hearing

The hearing will be chaired by the Head of HR Operations who may be supported and advised by a HR representative.

The aim of the hearing is to allow:

- your Designated Manager to present their case
- you and your representative to present your case
- all parties to ask questions
- the Head of HR Operations to ask for clarification of points if they need to,
- any discrepancies in the facts to be addressed, and

- the Head of HR Operations Branch to carry out a full assessment of your case on behalf of the Chief Constable.

The Head of HR Operations will consider their recommendation. The possible outcomes at the Stage 3 hearing under Regulation 13 include:

- a recommendation to dismiss under Regulation 13
- a further period of monitoring and review
- an extension to your probation period
- a further period of training, or
- that progress is satisfactory and the Probation Period will continue.

After the hearing

Within 48 hours of the hearing we'll write to you to give you a full written record and confirm the outcome.

If the Head of HR Operations recommends that you're dismissed they'll write a report for the Chief Constable. This'll include:

- all of the paperwork previously considered
- the Head of HR Operations recommendation, and
- the reasons for this recommendation.

They'll provide you with a copy and you can write a statement or send other relevant documents you'd like included with the report.

The report and supporting documents must be given to the Chief Constable within 10 working days of the hearing.

Dismissal

If the Chief Constable decides to dismiss you after reviewing all of the information they'll sign a memorandum to give you official notice. Alternatively, you may choose to resign.

Your last day of service will be either:

- the date the Chief Constable signed the memorandum, or
- the date you submit your resignation.

If you're dismissed you'll be paid one month's pay in lieu of notice.

7. Associated Documents

GMP Forms

Action Plan

GMP Policies

Attendance Policy

Diversity and Equality in Employment Policy

GMP Guidance

Disability Management Toolkit

Student Officer Probation Management Toolkit

8. Consultation & Statutory Compliance

8.1 Consultation

Department	Comments
Federation	Detailed consultation has taken place with the Federation and they have had an input on the wording of the policy.
Staff Support Networks	The Staff Support Networks have been consulted. The Disability Support Network have had an input.

8.2 Statutory Compliance

Data Protection Act (2018) & GDPR

The Policy is compliant with the Data Protection Act and Regulation.

Freedom of Information Act (2000)

This policy is compliant with the Freedom of Information Act.

Equality Act 2010

The Policy supports the organisation to meet its General Equality Duty. Due regard has been given to staff and officers who may have protected characteristics. Steps have been taken to redress the possible impact on Student Officer who have a disability or take a period of maternity leave during their Probation period. Individuals with a disability will have reasonable adjustments put in place as appropriate to help them to achieve the required standard of a constable. This may include making amendments to improvement notices to take account of a disability. The associated management guidance will assist managers/trainers to do this. Student Officers who take a period of maternity leave will not be disadvantaged and will be supported to reach the required standard on their return to work.

9. Appendices

None

Student Officer Probation Policy Regulation 13

Version 11

Greater Manchester Police

January 2022



POLICY IMPLEMENTED: 25 November 2013

REVIEW DATE: October 2019

POLICY OWNER: HR Branch

APPROVED BY: Chief Officer Group

ASSOCIATED POLICY: Procedure included

PROTECTIVE MARKING: Not Protectively Marked

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- provide copies of all correspondence to GMSS

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Caseworkers will advise and support Designated Managers through this process.

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-

5. Principles

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The probation period for each of the entry routes is outlined below.

<u>Entry route</u>	<u>Probation period</u>
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It might be necessary to extend your Probation Period if you have been away from work for any of these reasons. This is to make sure you have enough time to reach the standard required of a Constable.

5.4 Support for Disabilities

If you tell us that you have a disability under the Equality Act 2010 we'll take this into account. We'll make sure you've had a Disability Needs Assessment and we'll consider reasonable adjustments to help you reach the required standards. We'll refer to the Disability Management Toolkit.

If you have a disability, this doesn't prevent us from taking action under this Policy. However, your Designated Manager may decide to make adjustments to how they manage your attendance or performance after taking into account Occupational Health advice.

5.5 Occupational Health

Where your attendance is unsatisfactory, or where the reason for your unsatisfactory performance may be health-related, we may refer you to Occupational Health. We may do this at any stage of the process, but in most cases this will be at Stage 1.

We may ask Occupational Health for up-to-date information and advice, and we'll take that advice into account in order to make decisions and to provide the most appropriate support to you.

Your Designated Manager will review your action plan at any stage of this policy if more information becomes available from Occupational Health.

5.6 Decision to Dismiss

The Chief Constable will delegate the authority to hear a case at Stage 3 of this policy to the Head of HR Operations. They can make a recommendation to dismiss under Regulation 13 but the final decision can't be delegated and will be made by the Chief Constable.

5.7 Right to representation

You have the right to be accompanied by a Federation representative, a staff support network representative or a colleague at meetings under the formal stages of this policy. We particularly encourage you to bring a representative to any Stage 3 hearing as the outcome may be a recommendation that you're dismissed.

You don't have the right to bring legal representation.

5.8 Appeals

There's no right of appeal against action taken under this policy.

5.9 Notice of dismissal

If you're dismissed by the Chief Constable under Regulation 13 you're entitled to one month's pay in lieu of notice. Your last day of service will be the day the Chief Constable writes to you.

5.10 Option to Resign

If you're dismissed by the Chief Constable under Regulation 13 you have the option to resign instead. Your last day of service will be the date you submitted your resignation. You won't be entitled to pay in lieu of notice in this case.

6. Procedure

6.1 Extension to Probation outside of Regulation 13

If your Designated Manager identifies areas of your attendance or performance that aren't at the required standard they'll discuss this with you. This could include for any of the reasons in 5.2 or 5.3 above. You'll :

- agree actions you'll both take
- set specific areas of improvement, and
- discuss the timescale the improvement must be made in.

If these improvements can't be made in the usual Probation Period, your Designated Manager will ask the Head of HR Operations to extend your probation.

If this is approved your Designated Manager will meet with you again to agree an improvement plan. They'll review your progress against this regularly.

In most cases we won't extend your Probation Period again. You need to make the required improvement in the timescale that's been set and you'll be supported to do this. If you don't, your Designated Manager might use the Regulation 13 procedure.

6.2 Stage 1

Arranging a meeting

If your Designated Manager has concerns about your attendance and/or performance they'll prepare a report and arrange a meeting with you. They'll try to agree a date and time that are convenient to you (and take into account the availability of your representative). However, if it isn't possible to agree, they may give you 5 days notice. They'll outline the issues they want to discuss.

When you receive this invitation you'll need to provide any documents that you want to refer to in the meeting as soon as possible.

At the meeting

The meeting will be between you and your Designated Manager. HR Caseworker may also attend to support the Designated Manager..

The purpose of this meeting is to:

- explain the failures in attendance and/or performance
- discuss your progress on the Learning Programme
- discuss the possible reasons for this
- give you and your representative the chance to respond
- review any reasonable adjustments already in place
- set out the standards required, and
- agree an action plan and timescales to reach this standard.

The possible outcomes at a Stage 1 meeting under Regulation 13 might include, but aren't limited to:

- an improvement notice, and
- an action plan, including
 - the level of improvement required
 - set timescales
 - review dates
 - targets, and
 - the help and support we'll give you, or
- that satisfactory progress has been made and no action is needed.

After the meeting

As soon as possible after the meeting your Designated Manager will write you to confirm the outcome and give you a copy of any agreed action plan. This'll include:

- details of the support and help we'll give you
- the improvements required, and
- the date these must be met by.

If you have potential health issues we'll refer you to Occupational Health if this hasn't already been done.

Review

At the end of the set review period your Designated Manager will write a report on your progress.

They'll write to you to say that either:

- you've made the required improvement and you're no longer in the formal process, or
- you haven't made the required improvement and a Stage 2 interview will be arranged.

6.3 Stage 2

Arranging a meeting

Your Designated Manager will invite you to a meeting with your District/Branch Commander. They'll try to agree a date and time that are convenient to you (and take into account the availability of your representative). However, if it isn't possible to agree, they may give you 5 days notice. They'll outline the issues they want to discuss.

When you receive this invitation you'll need to give the District/Branch Commander any documents that you want to refer to in the meeting as soon as possible.

At the meeting

The meeting will be between you, your Designated Manager and your District/Branch Commander. HR Caseworker may attend to provide support to District/Branch Commander.

You must bring your pocket notebook to the meeting. Your District/Branch Commander will sign this to confirm it's complete and up to date.

The purpose of the meeting is to:

- tell you how your performance/attendance isn't acceptable
- discuss your progress on the Learning Programme
- notify you that your role is at risk if you don't make satisfactory progress

- give you and your representative the chance to respond
- discuss what further support we can give you to bring your attendance/performance up to the required standard, and
- make sure that you're given every opportunity to demonstrate the skills and abilities of a Police Officer.

The possible outcomes at a Stage 2 meeting under Regulation 13 might include, but aren't limited to:

- a second improvement notice, and
- an action plan, including
 - the level of improvement required
 - set timescales
 - review dates
 - targets, and
 - the help and support we'll give you
- an extension of the Stage 1 improvement notice, or
- that satisfactory progress has been made and no action is needed.

After the meeting

As soon as possible after the meeting your Designated Manager will write to you to confirm the outcome of the meeting and give you a copy of any agreed action plan. This'll include:

- details of the support and help we'll give you
- the improvements required, and
- the date these must be met by.

Review

At the end of the set review period your Designated Manager with the HR Caseworker will arrange to meet with the District/Branch Commander to discuss your progress to date.

Following this they'll write to you to say that either:

- you've made the required improvement and you're no longer in the formal process, or
- you haven't made the required improvement and a Stage 3 hearing under Regulation 13 will be arranged.

6.4 Stage 3

Arranging a Stage 3 hearing under Regulation 13

We'll write to you to invite you to a Stage 3 hearing with the Head of the HR Operations and outline the issues that'll be discussed. We'll try to agree a date and time that are convenient to you (and take into account the availability of your representative). However, if it isn't possible to agree, we may give you 5 days notice. Five days before the hearing we'll send you a summary of our report and recommendation to allow you and your representative to prepare.

When you receive this invitation you'll need to send any documents that you want to refer to in the meeting to the Head of the HR Operations as soon as possible.

At the hearing

The hearing will be chaired by the Head of HR Operations who may be supported and advised by a HR representative.

The aim of the hearing is to allow:

- your Designated Manager to present their case
- you and your representative to present your case
- all parties to ask questions
- the Head of HR Operations to ask for clarification of points if they need to,
- any discrepancies in the facts to be addressed, and
- the Head of HR Operations Branch to carry out a full assessment of your case on behalf of the Chief Constable.

The Head of HR Operations will consider their recommendation. The possible outcomes at the Stage 3 hearing under Regulation 13 include:

- a recommendation to dismiss under Regulation 13
- a further period of monitoring and review
- an extension to your probation period
- a further period of training, or
- that progress is satisfactory and the Probation Period will continue.

After the hearing

Within 48 hours of the hearing we'll write to you to give you a full written record and confirm the outcome.

If the Head of HR Operations recommends that you're dismissed they'll write a report for the Chief Constable. This'll include:

- all of the paperwork previously considered
- the Head of HR Operations recommendation, and
- the reasons for this recommendation.

They'll provide you with a copy and you can write a statement or send other relevant documents you'd like included with the report.

The report and supporting documents must be given to the Chief Constable within 10 working days of the hearing.

Dismissal

If the Chief Constable decides to dismiss you after reviewing all of the information they'll sign a memorandum to give you official notice. Alternatively, you may choose to resign.

Your last day of service will be either:

- the date the Chief Constable signed the memorandum, or
- the date you submit your resignation.

If you're dismissed you'll be paid one month's pay in lieu of notice.

7. Associated Documents

GMP Forms

Action Plan

GMP Policies

Attendance Policy

Diversity and Equality in Employment Policy

GMP Guidance

Disability Management Toolkit

Student Officer Probation Management Toolkit

8. Consultation & Statutory Compliance

8.1 Consultation

Department	Comments
Federation	Detailed consultation has taken place with the Federation and they have had an input on the wording of the policy.
Staff Support Networks	The Staff Support Networks have been consulted. The Disability Support Network have had an input.

8.2 Statutory Compliance

Data Protection Act (2018) & GDPR

The Policy is compliant with the Data Protection Act and Regulation.

Freedom of Information Act (2000)

This policy is compliant with the Freedom of Information Act.

Equality Act 2010

The Policy supports the organisation to meet its General Equality Duty. Due regard has been given to staff and officers who may have protected characteristics. Steps have been taken to redress the possible impact on Student Officer who have a disability or take a period of maternity leave during their Probation period. Individuals with a disability will have reasonable adjustments put in place as appropriate to help them to achieve the required standard of a constable. This may include making amendments to improvement notices to take account of a disability. The associated management guidance will assist managers/trainers to do this. Student Officers who take a period of maternity leave will not be disadvantaged and will be supported to reach the required standard on their return to work.

9. Appendices

HR Management Procedures During Social Distancing Toolkit

Student Officer Probation Policy Regulation 13

Version 10

Greater Manchester Police

7th July 2021



POLICY IMPLEMENTED: 25 November 2013

REVIEW DATE: October 2019

POLICY OWNER: Strategic Resourcing Branch

APPROVED BY: Chief Officer Group

ASSOCIATED POLICY: Procedure included

PROTECTIVE MARKING: Not Protectively Marked

IS THE POLICY ☐ New ☒ Revised

IF REVISED, PLEASE COMPLETE TABLE BELOW

VERSION NO	DATE	SUMMARY OF CHANGES	AUTHOR(S)
1	November 2013	Reviewed as part of Plain English review Phase 4. Inclusion of Extension to Probation process as 'informal' stage. Title changed from 'Attendance and Performance Support Policy and Procedure – Regulation 13' to 'Student Officer Probation Policy'	Policy and People Relations, HR Branch
2	March 2017	Updated to reflect change to GMSS and Division to Borough and take our responsibilities of HR Caseworkers.	Policy and People Relations, HR Branch
3	March 2018	Amended to be clear on date of resignation, should this option be chosen as an alternative to dismissal.	Policy and People Relations, HR Branch
4	July 2018	Responsibilities of PSB amended in line with the Police Barred List and Police Advisory Regulation 2017	Policy and People Relations, HR Branch
5	July 2018	Updated to reflect change of Borough to District and amended to include the Casework Manager in the authorisation process.	Policy and People Relations, HR Branch
6	September 2018	Updated to reflect highlight difference between Reg 13 and SPA	Policy and People Relations, HR Branch
7	October 2018	Amended to reflect implementation of the GDPR	Policy and People Relations Team
8	July 2020	HR Management Procedures During Social Distancing Toolkit added to appendices	Policy and People Relations Team
9	23 Feb 2021	Updated due to HR Branch review	Strategic Policy & People Relations
10	7 July 2021	Clarification provided in paragraph 6.4 that at a stage 3 hearing the outcome of an extension to an officer's probation period is made under Regulation 12.	Strategic Policy & People Relations

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1. Introduction and Background

Policy Statement

Greater Manchester Police (GMP) are committed to the development of our staff. We believe it's important that every opportunity to improve is given to Student Officers. This policy sets out the additional support that'll be given to Student Officers to help them reach the required standards of performance and attendance. It also sets out the procedure for Student Officers who aren't likely to become an efficient or well conducted Constable under Regulation 13 of the Police Regulations 2003.

Aims

This policy aims to:

- Provide a consistent approach to deal with Student Officers whose performance or attendance doesn't meet the required standard.
- Meet the requirements of Regulation 13 of the Police Regulations 2003.
- Outline the process for extending a Student Officer's Probation Period.
- Give a supportive framework for managers and trainers to use.

2. Scope

This policy applies to Police Officers in their Probation Period (Student Officers).

3. Terms and Definitions

Dismiss

This is used to mean the same as discharge or dispense as used in Regulation 13 of Police Regulations 2003.

Manager

For the purpose of this policy this may be your trainer while you're in formal training or your Sergeant when you're posted to your District/Branch. In some cases it might also include your Tutor Constable.

Probation Period

The 24 month period where Student Officers receive training and support to reach the standards of a Police Constable. This period may be extended.

Standards of Professional Behaviour for Police Officers

A set of principles that officers are expected to follow when they carry out their duties. Any potential misconduct is measured against these standards.

Regulation 13

The Regulation under Police Regulations 2003 that provides for the dismissal of a constable during their Probation Period if they're not going to reach the required standards of competence, performance or attendance.

Student Officer

A new police officer in their Probation Period.

4. Roles & Responsibilities

Responsibilities of the Chief Constable

The Chief Constable will:

- delegate responsibility at Stages 1 and 2, and
- make the final decision whether to dismiss at Stage 3 of this policy.

Responsibilities of the District/Branch Commander

District and Branch Commanders will be responsible for:

- reviewing cases brought to them at Stage 2 of this policy, and
- deciding if, and what, further support will be offered.

Responsibilities of the Manager/Trainer

During the Probation Period trainers and/or managers will:

- monitor performance and attendance
- provide the Caseworker Manager with updates on Student Officers' progress when an extension is required
- begin action under Regulation 13 if required
- recommend an extension to a Probation Period if it's needed
- monitor any extension to a Probation Period
- agree improvement plans, and
- provide additional support and training if needed.
- Provide copies of all correspondence to GMSS

Responsibilities of the Head of HR Operations

The Head of HR Operations will hear all cases at Stage 3 of this policy and consider extensions to the Probation Period of Student Officers

Responsibilities of the Casework Team

The Caseworker Manager will arrange for authorisation of any extensions to the Probation Period of Student Officers by the Head of Operations .

Caseworkers will advise and support Line Managers through this process.

Responsibilities of Professional Standards Branch

The Professional Standards Branch will:

- assess potential cases of misconduct by a Student Officer,
- consider if there is a need for the Student Officer to be placed on the police barred list if dismissed, and
- advise whether cases should progress straight to Stage 3 of this policy.

Responsibilities of Student Officers

Student Officers will:

- show commitment to their own training and development
 - follow all GMP policies and procedures
 - inform trainers/managers about specific learning requirements to allow adjustments to be made
 - tell trainers/managers about circumstances that may affect their performance
 - attend all sessions and lessons on time
 - notify trainers/managers in advance if they're unable to attend a session
 - submit work on time and respect the guidance of trainers/managers, and
 - help to create a supportive learning environment for them and their fellow students.
-

5. Principles

5.1 Extension to Probation Period

Some of the reasons for extending the Probation Period include, but aren't limited to:

- particular training hasn't been completed
- minor performance issues
- long term sickness absence
- an injury on duty that means training can't be completed , or
- where additional support/reasonable adjustments need to be put in place for a disability.

Your Probation Period can be extended without you being in the Regulation 13 procedure with approval from the Head of HR Operations. This is so that all possible help and support can be given to you to make sure you can reach the standard required.

However, if your Manager/Trainer thinks that the improvement required in performance or attendance is more significant they may use the Regulation 13 procedure immediately.

5.2 Family Related Leave

A period of maternity, paternity, parental, shared parental or adoption leave will count as service towards your Probation Period in line with Annex C of the Police Regulations Determinations.

It might be necessary to extend your Probation Period if you have been away from work for any of these reasons. This is to make sure you have enough time to reach the standard required of a Constable.

5.3 Support for Disabilities

If you tell us that you have a disability under the Equality Act 2010 we'll take this into account. We'll make sure you've had a Disability Needs Assessment and we'll consider reasonable adjustments to help you reach the required standards. We'll refer to the Disability Management Toolkit.

If you have a disability this doesn't prevent us from taking action under this Policy. However, your Manager/Trainer may decide to make adjustments to how they manage your attendance or performance after taking into account Occupational Health advice.

5.4 Occupational Health

Where your attendance is unsatisfactory, or where the reason for your unsatisfactory performance may be health-related, we may refer you to Occupational Health. We may do this at any stage of the process, but in most cases this will be at Stage 1.

We may ask Occupational Health for up-to-date information and advice, and we'll take that advice into account in order to make decisions and to provide the most appropriate support to you.

Your Manager/Trainer will review your action plan at any stage of this policy if more information becomes available from Occupational Health.

5.5 Decision to Dismiss

The Chief Constable will delegate the authority to hear a case at Stage 3 of this policy to the Head of HR Operations. They can make a recommendation to dismiss under Regulation 13 but the final decision can't be delegated and will be made by the Chief Constable.

5.6 Right to representation

You have the right to be accompanied by a Federation representative, a staff support network representative or a colleague at meetings under the formal stages of this policy. We particularly encourage you to bring a representative to any Stage 3 hearing as the outcome may be a recommendation that you're dismissed.

You don't have the right to bring legal representation.

5.7 Appeals

There's no right of appeal against action taken under this policy.

5.8 Notice of dismissal

If you're dismissed by the Chief Constable under Regulation 13 you're entitled to one month's pay in lieu of notice. Your last day of service will be the day the Chief Constable writes to you.

5.9 Option to Resign

If you're dismissed by the Chief Constable under Regulation 13 you have the option to resign instead. Your last day of service will be the date you submitted your resignation. You won't be entitled to pay in lieu of notice in this case.

6. Procedure

6.1 Extension to Probation outside of Regulation 13

If your Manager/Trainer identifies areas of your attendance or performance that aren't at the required standard they'll discuss this with you. This could include for any of the reasons in 5.1 or 5.2 above. You'll :

- agree actions you'll both take
- set specific areas of improvement, and
- discuss the timescale the improvement must be made in.

If these improvements can't be made in the usual Probation Period, your Manager/Trainer will ask the Head of HR Operations to extend your probation.

If this is approved your Manager/Trainer will meet with you again to agree an improvement plan. They'll review your progress against this regularly.

In most cases we won't extend your Probation Period again. You need to make the required improvement in the timescale that's been set and you'll be supported to do this. If you don't, your Manager/Trainer might use the Regulation 13 procedure.

6.2 Stage 1

Generally, Stage 1 will begin before week 75 of your training. The exact timescale will depend on your individual case.

Arranging a meeting

If your Manager/Trainer has concerns about your attendance and/or performance they'll prepare a report and arrange a meeting with you. They'll try to agree a date and time that are convenient to you (and take into account the availability of your representative). However, if it isn't possible to agree, they may give you 5 days notice. They'll outline the issues they want to discuss.

When you receive this invitation you'll need to provide any documents that you want to refer to in the meeting as soon as possible.

At the meeting

The meeting will be between you and your Manager/Trainer.

The purpose of this meeting is to:

- explain the failures in attendance and/or performance
- discuss the possible reasons for this
- give you and your representative the chance to respond
- review any reasonable adjustments already in place
- set out the standards required, and
- agree an action plan and timescales to reach this standard.

The possible outcomes at a Stage 1 meeting under Regulation 13 might include, but aren't limited to:

- an improvement notice, and
- an action plan, including
 - the level of improvement required
 - set timescales
 - review dates
 - targets, and
 - the help and support we'll give you, or
- that satisfactory progress has been made and no action is needed.

After the meeting

As soon as possible after the meeting your Manager/Trainer will write you to confirm the outcome and give you a copy of any agreed action plan. This'll include:

- details of the support and help we'll give you
- the improvements required, and
- the date these must be met by.

If you have potential health issues we'll refer you to Occupational Health if this hasn't already been done.

Review

At the end of the set review period your Manager/Trainer will write a report on your progress.

They'll write to you to say that either:

- you've made the required improvement and you're no longer in the formal process, or
- you haven't made the required improvement and a Stage 2 interview will be arranged.

6.3 Stage 2

Arranging a meeting

Your Manager/Trainer will invite you to a meeting with your District/Branch Commander. They'll try to agree a date and time that are convenient to you (and take into account the availability of your representative). However, if it isn't possible to agree, they may give you 5 days notice. They'll outline the issues they want to discuss.

When you receive this invitation you'll need to give the District/Branch Commander any documents that you want to refer to in the meeting as soon as possible.

At the meeting

The meeting will be between you, your Manager/Trainer and your District/Branch Commander.

You must bring your pocket notebook to the meeting. Your District/Branch Commander will sign this to confirm it's complete and up to date.

The purpose of the meeting is to:

- tell you how your performance/attendance isn't acceptable
- notify you that your role is at risk if you don't make satisfactory progress
- give you and your representative the chance to respond
- discuss what further support we can give you to bring your attendance/performance up to the required standard, and
- make sure that you're given every opportunity to demonstrate the skills and abilities of a Police Officer.

The possible outcomes at a Stage 2 meeting under Regulation 13 might include, but aren't limited to:

- a second improvement notice, and
- an action plan, including
 - the level of improvement required
 - set timescales
 - review dates
 - targets, and
 - the help and support we'll give you
- an extension of the Stage 1 improvement notice, or
- that satisfactory progress has been made and no action is needed.

After the meeting

As soon as possible after the meeting your Manager/Trainer will write to you to confirm the outcome of the meeting and give you a copy of any agreed action plan. This'll include:

- details of the support and help we'll give you
- the improvements required, and
- the date these must be met by.

Review

At the end of the set review period your Manager/Trainer will write a report on your progress and discuss it with your District/Branch Commander.

They'll write to you to say that either:

- you've made the required improvement and you're no longer in the formal process, or
- you haven't made the required improvement and a Stage 3 hearing under Regulation 13 will be arranged.

6.4 Stage 3

Arranging a Stage 3 hearing under Regulation 13

We'll write to you to invite you to a Stage 3 hearing with the Head of the HR Operations and outline the issues that'll be discussed. We'll try to agree a date and time that are convenient to you (and take into account the availability of your representative). However, if it isn't possible to agree, we may give you 5 days notice. Five days before the hearing we'll send you a summary of our report and recommendation to allow you and your representative to prepare.

When you receive this invitation you'll need to send any documents that you want to refer to in the meeting to the Head of the HR Operations as soon as possible.

At the hearing

The hearing will be chaired by the Head of HR Operations who may be supported and advised by a HR representative.

The aim of the hearing is to allow:

- your Manager/Trainer to present their case
- you and your representative to present your case
- all parties to ask questions
- the Head of HR Operations to ask for clarification of points if they need to,
- any discrepancies in the facts to be addressed, and
- the Head of HR Operations Branch to carry out a full assessment of your case on behalf of the Chief Constable.

The Head of HR Operations will consider their recommendation. The possible outcomes at the Stage 3 hearing under Regulation 13 include:

- a recommendation to dismiss under Regulation 13
- a further period of monitoring and review
- an extension to your probation period under Regulation 12
- a further period of training, or
- that progress is satisfactory and the Probation Period will continue.

After the hearing

Within 48 hours of the hearing we'll write to you to give you a full written record and confirm the outcome.

If the Head of HR Operations recommends that you're dismissed they'll write a report for the Chief Constable. This'll include:

- all of the paperwork previously considered
- the Head of HR Operations recommendation, and
- the reasons for this recommendation.

They'll provide you with a copy and you can write a statement or send other relevant documents you'd like included with the report.

The report and supporting documents must be given to the Chief Constable within 10 working days of the hearing.

Dismissal

If the Chief Constable decides to dismiss you after reviewing all of the information they'll sign a memorandum to give you official notice. Alternatively, you may choose to resign.

Your last day of service will be either:

- the date the Chief Constable signed the memorandum, or
- the date you submit your resignation.

If you're dismissed you'll be paid one month's pay in lieu of notice.

7. Associated Documents

GMP Forms

Action Plan

GMP Policies

Attendance Policy

Diversity and Equality in Employment Policy

GMP Guidance

Disability Management Toolkit

Student Officer Probation Management Toolkit

8. Consultation & Statutory Compliance

8.1 Consultation

Department	Comments
Federation	Detailed consultation has taken place with the Federation and they have had an input on the wording of the policy.
Staff Support Networks	The Staff Support Networks have been consulted. The Disability Support Network have had an input.

8.2 Statutory Compliance

Data Protection Act (2018) & GDPR

The Policy is compliant with the Data Protection Act and Regulation.

Freedom of Information Act (2000)

This policy is compliant with the Freedom of Information Act.

Equality Act 2010

The Policy supports the organisation to meet its General Equality Duty. Due regard has been given to staff and officers who may have protected characteristics. Steps have been taken to redress the possible impact on Student Officer who have a disability or take a period of maternity leave during their Probation period. Individuals with a disability will have reasonable adjustments put in place as appropriate to help them to achieve the required standard of a constable. This may include making amendments to improvement notices to take account of a disability. The associated management guidance will assist managers/trainers to do this. Student Officers who take a period of maternity leave will not be disadvantaged and will be supported to reach the required standard on their return to work.

9. Appendices

HR Management Procedures During Social Distancing Toolkit