

## Probationary Period

After selecting the successful applicant, take advantage of the important yet limited opportunity to insure that the selected candidate is the right match for the position. Use the probationary period to evaluate your new employee's performance and overall suitability for employment.

Set aside time for the following:

- Provide the employee with a clear job description.
- Provide clear performance standards so the employee will know what is expected and how s/he will be measured. Explain the formal evaluation process.
- Familiarize the employee with office procedures and policies.
- Insure the employee has the necessary tools to perform the job.
- Identify a co-worker who can help employee as s/he becomes acquainted with the workplace.
- Help the employee develop the skills and knowledge to perform the job.
- Observe the employee and/or review employee's work product.
- Compare performance with your expectations based on the application and interview.
- Communicate! Meet regularly to review progress and discuss expectations.
- Address performance issues early and consistently. Recognize successes.
- Tell the employee if there is a problem and explain its impact on others and the department. Ask why it is occurring and how the employee will resolve it.
- Follow up: Did employee improve? Resolve problem completely? Give feedback regularly.
- Issue a **performance evaluation** at the end of the **3<sup>rd</sup>, 6<sup>th</sup> and 11<sup>th</sup> months** (*CSUEU employees*).
- Contact Human Resources for assistance with problems, resources, procedures, etc.

### Rejection During Probation

If you determine that the employee is not qualified or suitable for the position, make sure that the employee has:

- Received clear expectations regarding performance standards,
- Had sufficient time to understand the role and demonstrate performance,
- Had less than satisfactory progress addressed,
- Been given time to correct any deficiencies, and
- Been issued the three contractually required performance evaluations (*see above*).

Collective Bargaining Agreements provide guidelines for rejecting an employee during the probationary period. Employees represented by SETC and APC may be rejected at any time during the probationary period with appropriate notice. This is also true for CSUEU employees during the **first six months** of the probationary period. At that point, rejection may be **appealed** on the basis of: failing to issue a performance evaluation at the stated times (*see above*), discrimination, or arbitrary and capricious reasons for non-retention.

If you are considering a rejection, contact Human Resources to discuss the situation as soon as possible.

~~~

*We encourage you to contact Labor & Employee Relations for guidance or with questions at any time: Bryan Kauffman, ext. 53672, Diane Rosenfield, ext. 54371, Katon Dalton, ext. 81875, or Neha Shah, ext. 82870.*