

# Capability

## Policy and Procedures



**Approved by:** Trustee Board

**Date:** 2nd June 2021

**Signed by:**

**Position:** Chair of Trustees

**Last reviewed:** May 2021

**Next review due:** May 2023

### Monitoring arrangements

This policy will be reviewed bi-annually, but may be reviewed earlier if deemed appropriate by the Chief Executive or Trustee board

## **Aims**

This policy aims to:

- Help and encourage all employees to achieve and maintain satisfactory standards of performance
- Set out the procedures for when an employee's conduct falls below the expected performance levels
- Ensure that all employees are treated fairly and consistently when a capability issue is being dealt with

Inclusion Hampshire has a capability procedure which is designed to improve an employee's poor performance by clarifying the required standards, identifying areas of concern or any training needs and agreeing a timescale for review.

This policy does not relate to misconduct issues. The Disciplinary Procedures must be read in conjunction with this policy to determine the appropriate course of action.

## **Procedure**

Where there are minor issues in performance, such as small but repeated errors in work, an informal discussion about the causes and what can be done to provide support will often result in an improvement.

The discussion would be with your Line Manager as part of your regular one to one meetings. Your Line Manager (or a Trustee in the event of the issue being with the CEO) is responsible for bringing to your attention, the aspects of the job in which you are not performing satisfactorily.

During the discussion, your Line Manager will:

- identify the causes of the performance concerns,
- discuss ways in which to help you improve in those areas identified,
- discuss and identify any training requirements. (Where such a need is identified, your Line Manager must schedule for this to take place timely)
- set targets,
- agree to regular meetings to discuss, monitor and review progress against the areas identified.

Your Line Manager will implement an action plan which is documented and timely goals for improvement would be set. A timescale for improvement would usually be set over half a term or a full term depending on the issue and monitored and reviewed at your regular one to one meetings.

It is hoped that in the majority of cases this will be sufficient action.

If performance has not improved over a set period or repeated, then your Line Manager may decide that a Formal Procedure is more appropriate and confirm this to you in writing as part of a written warning.

### **Formal Procedure**

Your line manager would invite you to a review meeting following a written warning, to discuss your performance formally with the CEO or another member of the Senior Leadership Team present. You may bring a companion to this meeting if you wish, this may be either a trade union representative or a work colleague.

The aim of the formal meeting is to clearly explain the required standard expected and where/how your performance continues to fall short of this standard. Additional aims will be to:

- identify further training requirements
- consider any alternative roles which you could be competent to fill
- set the timescale for improvement

The organisation reserves the right to escalate the matter to disciplinary proceedings ahead of setting a formal meeting or final review meeting, should it be felt that the issues have become more serious and/or there are or have been additional issues during the monitoring and review period.

### **Final Review Meeting**

You will be invited in writing to the final review meeting where your Line Manager and CEO will be in attendance. Again you may wish to bring a companion to this meeting, this may be either a trade union representative or a work colleague.

If your performance has not reached the standard required during the set timescales, subject to the absence of any important indication to the contrary, dismissal will normally be considered.

After the meeting the decision will be confirmed to you in writing.

### **Appeals**

You are entitled to appeal against any warning issued or a decision to dismiss you. You must submit your appeal in writing to your Manager within 5 days of the date of the letter confirming the outcome of the meeting. The appeal will be heard by a member of the senior leadership team, CEO or Trustee who has not been involved in previous meetings. You will be invited to submit your grounds of appeal in writing in advance of the appeal meeting. The outcome at the appeal could be one of the following:

- (a) confirmation of the original decision
- (b) the original decision is revoked
- (c) a different outcome is reached

### **Links with other policies**

This policy links with our policies on:

- Staff code of conduct
- Staff disciplinary policy
- Staff grievance procedures

