

## Capability policy: performance

This policy sets out the obligations of the Company and employees in addressing capability issues that arise in the workplace from time to time. The Company is keen to enable employees to work effectively and will take steps to address any issues that arise without disciplinary action. This is always the last resort, and a performance management solution can be deployed to assist an employee to address any capability issues that may arise.

### Assessment of capability

Capability is assessed on an ongoing basis during the whole of the employment relationship.

Right from the outset, an assessment of capability is made during the recruitment and selection process. Most new starters will require training during their induction phase to welcome them into the Company, familiarise themselves with Company processes and help them adapt to the Company's ways of working. Training needs will be addressed in the induction and also during the probationary review processes and meetings that are arranged during that time, to ensure the new starter's training requirements are adequately met so that they are set up for success.

All employees are provided with an induction programme tailored to their particular job role.

Capability is continuously assessed during employment but specifically during appraisals. During the appraisal discussions, line managers will raise any concerns with an employee's performance and the employee may raise any issues or barriers they face with their line manager. An action plan may need to be formulated if there are specific capability concerns or the employee requests specific support.

### Responsibilities of the employee

Employees should work effectively, performing their duties to a high standard.

Employees who find themselves struggling in their work should raise this with their line manager so that steps can be taken early to address any training, re-training or support needs. An agreement can be reached on the way forward to address the issues, taking into account the Company's budget and relevance of the training to the job role being performed. It may need to be training on specific areas essential to the role rather than on subjects that are 'nice to have' knowledge bases.

The employee will then be responsible for working through the training/re-training offered by the line manager to improve their performance and skillsets.

### Responsibilities of the line manager

Induction programmes are the responsibility of the line manager, with the programme to be devised and conducted by the line manager to meet the specific needs of the job role. Any issues that were identified during interview that may give rise to some training needs should be included by the line manager in the induction programme.

Appraisals will be conducted by the line manager in line with the appraisals process. Capability issues raised by employees or otherwise identified by the line manager during the appraisal should be documented. A plan should be implemented by the line manager with the liaison of the employee, to address the requirements of the job role in respect of the deployment of training.

The training may be provided internally by other colleagues, or may require external training courses to be sourced and funded for the employee.

Targets set for employees should be realistic, measurable and achievable.

The line manager is responsible for monitoring employees to confirm that progress is being made under any action plans devised in appraisals or elsewhere. Any issues raised can be addressed with the employee either informally, at the next appraisal or through capability proceedings.

All employees are expected to be supported by their line manager so they can perform at their best.

### **Responsibilities of HR**

Line managers and employees can receive support from the Company HR department, in resolving any capability issues that may arise.

The HR department can work with the line manager to advise on the processes to follow in addressing capability issues, identifying the training programmes available for employees and facilitating meetings between the line manager and employee.

### **Succession planning**

Employees often have potential to work well in roles beyond their own and they may benefit from additional training now to ready them for future roles.

Through the appraisal scheme or otherwise, the line manager or other managers may identify individuals that have the potential to work in other roles or other areas of the Company and can nurture that inherent talent through the process of providing training and opportunities to that employee to facilitate their promotion.

Employees can be offered training courses, coaching, mentoring, job shadowing or secondments, to build their skills.

Employees on succession plans should have the above types of training focused specifically to the possible senior roles they could apply for in the future.

Formal succession plan programmes can train an existing employee for a future more senior role, focusing on the additional capabilities that those employees will need to be capable of in the future.

Succession programmes often contain a range of activities both in and outside the workplace to develop the employees under this programme.

Employee expectations should be managed to ensure no problems arise in relation to the take up of any future roles, interview process etc. While receiving the support and development, employees should not be under the impression they are guaranteed a promotion, as and when a vacancy arises, a fair recruitment process will take place.

### **Monitoring of capability issues**

Responsibility for monitoring of capability issues rests with the line manager for that employee.

Employees who are not achieving their targets should receive arrangements targeted to improve their performance. If, after measures have been put in place, there are no improvements to the performance, and capability remains an issue, the line manager should contact the HR department for further guidance.

It may be that further training is required, or redeployment to another role which the employee may agree is more suitable or ultimately action under the capability procedure.

### **Procedure to manage performance concerns**

#### **Job changes/general capability issues**

- 1) If the nature of your job changes or if the Company has general concerns about your ability to perform your job the Company will try to ensure that you understand the level of performance expected of you and that you receive adequate training and supervision. Concerns regarding your capability will normally first be discussed in an informal manner and you will be given time to improve.
- 2) If your standard of performance is still not adequate you will be warned in writing that a failure to improve and to maintain the performance required could lead to your dismissal. The Company will also consider the possibility of a transfer to more suitable work if possible.
- 3) If there is still no improvement after a reasonable time and the Company cannot transfer you to more suitable work, or if your level of performance has a serious or substantial effect on our organisation or reputation, you will be issued with a final warning that you will be dismissed unless the required standard of performance is achieved and maintained.
- 4) If such improvement is not forthcoming after a reasonable period of time, you will be dismissed with the appropriate notice.