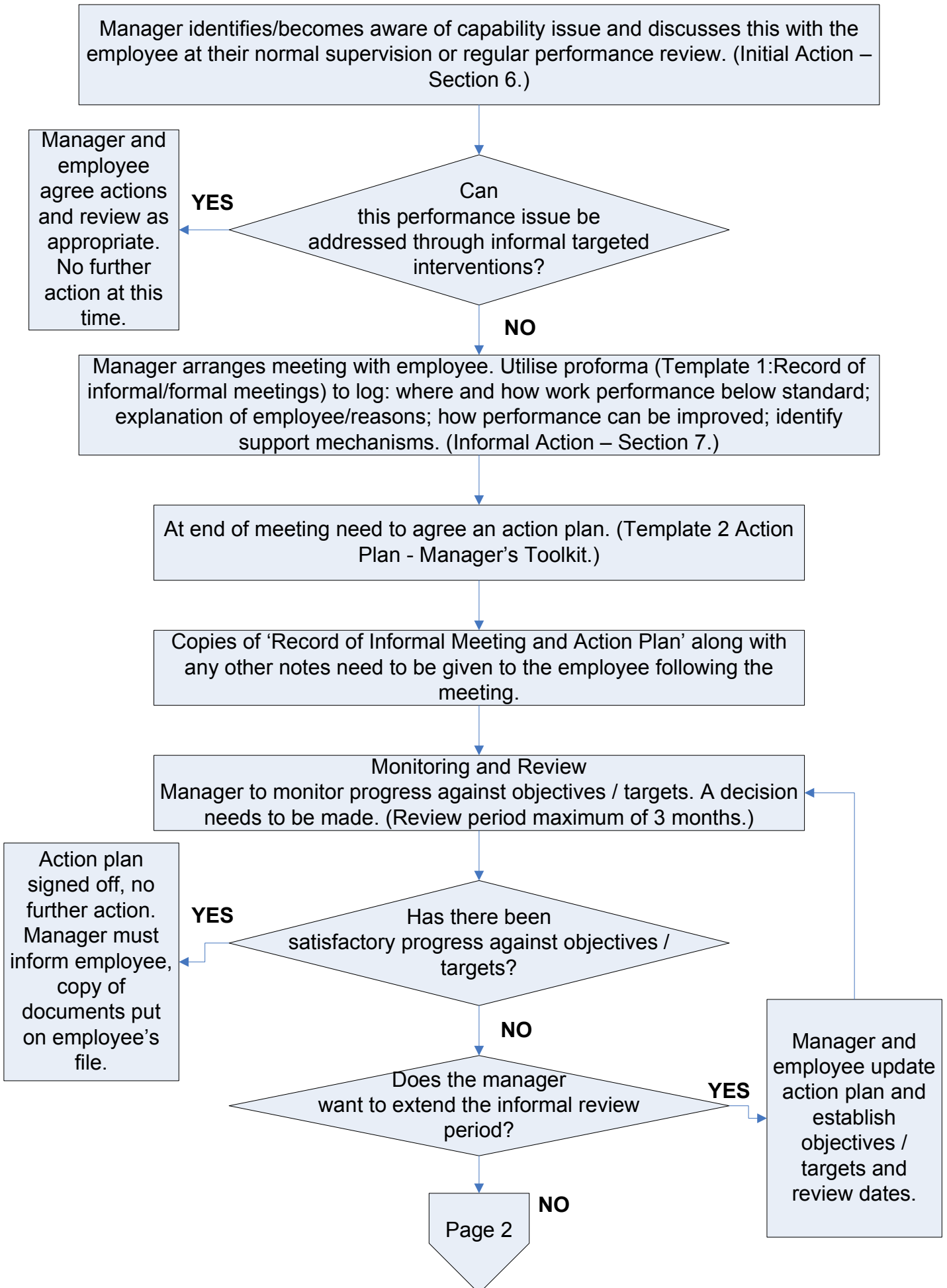


CAPABILITY PROCEDURE FLOWCHART

The capability procedure specifies the steps managers must take to ensure that an employee who is not meeting the required standard in their work is given every opportunity to improve.



CAPABILITY PROCEDURE FLOWCHART

FORMAL ACTION PROCEDURE

The manager believes there has not been satisfactory progress and/or there is a more serious case of lack of capability. The manager arranges a formal meeting with the employee. (Formal Action – Section 8.)

A letter must be sent to the employee at least 5 working days in advance of the meeting detailing the date/time of the formal meeting. Letter to be sent by HR on behalf of the Manager .

FORMAL MEETING

Meeting takes place between manager, employee, HR representative and TU representative/work colleague if requested. At meeting must complete the following templates from Manager Toolkit:
Template 1 – Record of Formal Meeting
Template 2 – Formal Action Plan

Following the meeting the manager must confirm in writing agreed actions to be taken by the employee immediately. Letter to be sent by HR on behalf of the manager.

Manager has to ensure any training or assistance offered is made available and employee's progress closely monitored. Assess performance as objectively as possible and as often as deemed appropriate. Ensure employee kept informed of progress. If progress failing to meet acceptable level manager should inform the employee during review meeting and provide opportunity to explain.

Monitoring and Review (max 3 months from Formal Meeting). Manager to monitor against objectives/targets. A decision has to be made on whether performance has reached required level.

Is performance satisfactory?

YES

Manager must inform employee of outcome and confirm in writing (inform HR to issue notification).

NO

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CAPABILITY PROCEDURE FLOWCHART

Managers refer to the Chief Officer for a Formal Hearing (Referral to Chief Officer – Section 10).

- The manager must provide the Chief Officer with the following details:
- The area where the employee has failed to meet the required performance standards
 - The consequences, for the immediate Service area, of the employee's under performance
 - Action already taken to assist the employee

The Chief Officer will arrange a hearing and the employee will be informed in writing, with not less than 5 working days notice of:

- Date and time of hearing
- Purpose of hearing
- Right to be represented
- Possible outcomes

Full details of Capability Hearing can be found in Appendix 1 of the Capability Procedure.

Where the outcome of the hearing results in a decision to dismiss on the grounds of capability, the employee must be informed that they have the right to appeal. Full details in Appendix 1, including time scales.

If the employee chooses to appeal, and Appeal Hearing will take place. (See Appendix 3 of the Capability Procedure.)