

# Capability Policy

Sept 2021

Version 2

## 1. Scope

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This policy and procedure apply to all Expanse Learning staff including full and part-time employees, temporary and contract workers. For employees in their probation period, guidance for managing performance can be found in **ELGR-HR-008(v3) – Probation Policy**.

The policy and procedure are compliant with the ACAS Code of Practice and employment legislation.

## 2. Introduction

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Expanse Learning recognises that its employees are its most important asset and that its success depends on effective contributions from all employees.

Capability refers to an employee's ability to perform the work expected of them to the standard required. The majority of employees meet and often exceed the standards and demands of their respective roles, however performance problems can and do arise. Where instances of underperformance are identified the employee will be provided with an opportunity to make improvements, and given the appropriate support required to do so.

Performance issues are most effectively managed as early as possible and should, wherever possible and appropriate, be dealt with informally in the first instance with the aim of resolving the issue at this stage.

## 3. Purpose

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Expanse Learning will treat all employees fairly and equitably within the application of this policy and associated procedure.

The purpose of the Capability Policy is to:

- Help and encourage employees to improve performance and achieve the required standards
- Ensure that the required standards of work performance are maintained
- Provide a framework through a capability procedure for dealing with issues of under-performance in a fair and consistent manner.

This policy differs from the Disciplinary, Absence Management and other policies as its primary focus is that of improving performance to the standard required.

Where unsatisfactory performance issues are as a result of misconduct e.g. lateness, negligence or lack of due care and attention by employees, or failure to follow reasonable instructions the case may be considered as one of unsatisfactory conduct under the Disciplinary Policy.

## 4. Responsibilities

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### ***Line Managers are responsible for:***

- Ensuring employees are aware of Expanse Learning practices and procedures and for applying the policy and the associated Capability Procedure in a fair and consistent manner
- Developing a culture where employees are supported and assisted in achieving the required standards of performance.
- Through normal performance management meetings including one-to-ones, supervision and Staff Development Plan/Review's, addressing and resolving work performance issues promptly
- Giving honest and constructive feedback on performance
- Regularly ensuring the training and development needs of their employees are identified and met so that they can meet their objectives and any objectives set
- Making employees aware of and addressing performance issues at the earliest opportunity
- Notifying the HR Administrator of capability issues as they arise
- Taking ownership of the application of the Capability Procedure for any of their employees

### ***Employees are responsible for:***

- Ensuring their performance meets the requirements of their role and any objectives set
- Advising their Line Manager at the earliest opportunity of any issues, in or out of work, affecting or likely to affect their performance
- Fully engaging with their Line Managers when dealing with issues relating to their own performance
- Keeping their professional knowledge up to date, through work or independently

**HR is responsible for:**

- Providing training, advice and support to Line Managers dealing with matters of unsatisfactory performance
- Providing advice/support to an employee whose performance is giving cause for concern

**5. Staff Development Review (SDR) Process**

The SDR process is a system for regularly reviewing and recording the performance, potential and development needs of an employee. The SDR will ensure that employees are clear about what is expected of them and how they will be supported. The process is two-way and provides an opportunity to help identify and reveal problems which may be restricting progress and causing under- performance.

The SDR process is a continuous process and not limited to a formal review once a year. It is essential that identified work performance problems are addressed as they arise rather than waiting for the annual review.

**6. Ill Health and Attendance**

An individual’s capability to carry out their role to the required standard may be affected by their health and their attendance record. Line Managers must bear in mind the provisions of the Equality Act, in particular the obligation to make reasonable adjustments when dealing with employees with a disability. The procedure for managing long term periods of absence is set out in the Absence Management Policy. Managing repeated short-term absence is also covered in the Absence Management Policy.

**7. Associated Documents**

- Capability Procedure
- Improvement Action Plan Template
- Capability Code of Conduct
- Capability Summary

**8. Monitoring and Review**

The effectiveness of this policy will be reviewed annually

**Impact of non-compliance**

<b>Staff:</b>	Disciplinary action, Support, Action Plan
<b>Student:</b>	Not applicable
<b>Legislation/organisational:</b>	statutory and non-regulated compliance. Prosecution, Staff Retention, Poor employee performance etc
<b>Compliance lead:</b>	Corporate Services (Human Resources)
<b>Policy Reference:</b>	ELGR-POL-HRM-016
<b>Version:</b>	2
<b>Agreed policy location:</b>	DatabridgeMIS
<b>Does the policy require Governor approval?</b>	No

**Approval**

<b>Prepared by</b> Scott Roberts 01/09/2021   Head of Corporate Services	<b>Approved by</b> Tony Brown 01/09/2021   CEO	<b>Counter Signatory</b> Karl Wane 01/09/2021   Director of College
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**Version Control**

Version	Date	Revision	Review Date
1	01/09/2020	First Issue	31/08/2021
2	01/09/2021	Policy Reviewed	31/08/2022
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