



### What if the formal capability procedure is instigated?

- Usually formal action will be taken regarding performance concerns (whether capability, conduct or attendance) if informal action has not worked or the performance concern is so repeated or so serious that formal action is appropriate to tackle the issue.
- Both formal and informal action should achieve the aim of ensuring the employee has the knowledge, skills and ability to meet and maintain the required standard of work and so that the employee is fully aware of what is expected of them.

### What is the difference between capability and conduct?

- A capability concern is when an employee is unable to attain expected standards of performance due to a lack of skill, health, ability or training etc. A conduct issue is where an employee's behaviour does not meet the required standard or expectations.

This is an abridged version of the Gloucestershire County Council **Capability Model Policy**, the full version of this policy can be accessed on Schoolsnet.

# Capability and Performance Pocket Policy

A pocket guide to different approaches to managing performance in schools



### **What is capability and what may give cause for concern?**

- Capability is the skill, ability, aptitude and knowledge of an employee to achieve satisfactory performance in the role they are employed to do.
- A capability concern is when work standards are not achieved or maintained and this could include:
  - not making sufficient progress towards the objectives set in the appraisal review,
  - not meeting the professional standards required for teaching status,
  - not carrying out the duties and responsibilities of the post to an acceptable level,
  - an inability to carry out duties effectively due to long-term absence or frequent absences (this is dealt with separately in the attendance policy).

### **When might informal action be taken?**

- Where there is a previous good work record, the concern is not serious and can be easily rectified.
- When an observation has taken place or evidence has come to light which demonstrates sub standard performance in one or a limited number of areas.
- Where possible capability concerns can be addressed using normal management review processes i.e. through regular one to ones or appraisals. They should be addressed as soon as possible i.e. not put on hold until the next meeting.
  - Any under performance should be made clear by the head teacher/manager through the appraisal process.

### **When might formal capability proceedings be started?**

- Where there are repeated occasions of poor performance or where performance has not improved following informal action.

- Where performance concerns that are so serious they cannot reasonably be addressed through informal action.
- Where there is a previous formal warning on file (for any reason) that is still 'live' and there is a continued or new performance concern.

### **What are the expectations surrounding performance?**

- Employees should have a clear understanding of what is required of them to carry out their role to an acceptable standard.
- The head teacher/manager should give regular feedback on performance and whether or not an employee is meeting the performance standards required for their role.
- For teachers, the 'appraisal period' will be defined in the school's appraisal policy and the appraisal should lay out the required performance standards for the role. Teachers' professional standards should be considered in the assessment.
- A similar arrangement should be in place for support staff.

### **What if an action plan is put in place for support?**

- Both the head teacher/manager and the employee should view this as a supportive measure whether it is to help the employee work to the required standard, to highlight an area of poor performance or performance that causes concern (and ensure this does not happen again) or to tackle unacceptable absence from work.
- It is important that the head teacher/manager and the individual work together to remedy the performance issue that is causing concern.