



## Capability Procedure Support staff

<b>Formally adopted by the Trust</b>	
<b>Date:-</b>	<b>December 2019</b>
<b>Chair of Trustees:-</b>	<b>Mark Jeffries</b>
<b>Consulted with Trade Unions at county level</b>	<b>May 2019</b>

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### Roles and Accountabilities

Evolution Academy Trust is accountable for all policies across its Schools. All policies whether relating to an individual Schools or the whole Trust will be written and implemented in line with our ethos and values as articulated in our prospectus.

A Scheme of Delegation for the Academy Trust sets out the responsibilities of the Local Governing Body and Headteacher. The Headteacher of each school is responsible for the implementation of all policies of the Academy Trust.

All employees of the Academy Trust are subject to the Trust’s policies.

#### 1. Introduction and scope

This procedure applies to all support staff employees in the Trust with one exception: Support staff working their probationary period would see concerns around their performance addressed through the Trust’s probation procedure. For teacher capability concerns, see *Performance Management policy – teaching staff P324a* and, beyond that, *Capability policy – teaching staff P329b*.

This support staff procedure details the formal capability procedure only. The *Performance Appraisal I policy and procedure – support staff* incorporates information regarding structured, informal support, where there are performance concerns. This procedure will only be initiated where that structured support has failed or the concerns are more serious. *Capability guidance – support staff G329* provides guidance for following this procedure.

#### 2. Formal capability interview

A formal capability interview initiates the capability procedure. It provides an opportunity to deal with more serious problems in a structured way or to give more intensive support and monitoring where support provided as part of the appraisal process has failed to bring about the required improvement. It allows the employee to prepare a response to allegations about performance and make a case in the company of a companion.

- 2.1. The employee should be invited to the formal capability interview with at least five working days' notice (or seven consecutive days out of term time). The interview will be chaired by the Headteacher. The invitation should be in writing, making clear the purpose of the interview, confirming the date, time and venue, and giving details of others who will be in attendance (e.g. witnesses, HR Consultant). The right of the employee to be accompanied by a companion must be included.
- 2.2. Where representation has been notified, the companion will be consulted on the date and time of the formal capability interview although the Headteacher should not allow undue delay in starting the formal process. The statutory guidance suggests that the process should not be delayed by more than five days for the purposes of securing representation but there should be recognition of the difficulties associated with co-ordinating diaries.
- 2.3. A copy of this capability procedure will be attached to the invitation along with a capability report prepared by the employee's line manager, usually the appraiser . The report must include:
  - description of the problem(s)
  - information about action already taken (where appropriate)
  - reference to and copies of other evidence being used to confirm problems, e.g. monitoring reports.

The invitation will be handed to the employee by the Headteacher or posted by recorded delivery.

An extra copy of the invitation, report and other documentation must be provided to the employee for the purposes of passing to their companion. By agreement with the employee, the copy may be posted direct to their companion.

- 2.4. The format of the formal capability interview should normally be as follows:
  - The Headteacher introduces those present and confirms the purpose of the meeting.
  - The Headteacher outlines the review report and highlights the reasons and evidence for concerns, calling witnesses where appropriate. Written evidence from witnesses should be provided to the employee in advance of the interview.
  - The employee and/or their companion may ask questions of the Headteacher and any witnesses.
  - The Headteacher and their adviser may ask questions.
  - The employee and/or their companion will present their case and will be able to refer to written evidence and/or call on witnesses of their own. Prior notice must be given and written evidence circulated before the review meeting.
  - The Headteacher and their adviser can ask questions.
  - Where appropriate, the Headteacher and employee and/or companion may summarise their cases.
  - The Headteacher will adjourn the interview while they decide what action to take. The employee and their companion must be informed as soon as possible, and no later than five days after the review meeting. Normally, information will be given after the adjournment.

- 2.5. The interview may provide new information or put a different slant on evidence already collected. If it becomes clear that further investigation is needed the interview should be adjourned for an appropriate length of time to allow this to happen.
- 2.6. There are four options at the formal capability interview:
1. drop the matter
  2. structured support - counselling/informal coaching (except where already undertaken within the appraisal process without improvement)
  3. oral or first written warning
  4. final written warning

One and two are only relevant where new information, a different slant on the information collected, or further investigation suggests the matter is not as serious as it first seemed.

The third and fourth options are relevant in any case where continued concern about the standard of performance is justified. The decision on which level of warning to issue will depend on the level of seriousness of the problem:

- An **oral warning** will not normally be necessary in cases where counselling has already taken place.
  - If performance is unsatisfactory a **first written warning** will normally be the appropriate step (which will invoke an assessment period of up to ten weeks).
  - In cases of particularly serious concern, perhaps where the finances or security of the school are in jeopardy, it is possible to move directly to a **final written warning** (which will invoke an assessment period not normally exceeding four weeks). In these extreme cases it will be important to consider (before a decision is made about issuing a final warning) how the employee's performance has dipped significantly if, for example, they have recently passed a probationary period or had a successful appraisal assessment (if an appraisal scheme is in place).
- 2.7. Any decision on the level of warning will be made after all the facts and any representations from the employee and/or companion have been considered. The Headteacher should adjourn the meeting briefly to consider the appropriate option before delivering a decision to the employee.
- 2.8. Where a formal warning is issued, the Headteacher will use the remainder of the meeting to agree an action plan to:
- identify the professional shortcomings
  - give clear guidance on the improved standard of performance needed to end the capability procedure
  - explain the support that will be available, and how performance will be monitored over the following weeks and that it will end in an evaluation meeting
  - depending on the level of warning issued, to identify the timetable for improvement and agree a date for the next/final evaluation meeting
  - make it clearly understood that failure to improve may ultimately lead to dismissal.

- 2.9. A letter, along with the agreed action plan, will be sent to the employee immediately after the formal interview recording the outcome, the main points discussed at the meeting, confirming the decision, and where a warning is issued, giving information about the handling of the formal stage and the appeals process. The letter will state that if there is insufficient improvement in the capabilities of the employee by the end of the stated period, this could lead to further action under the formal procedure including dismissal for lack of capability.
- 2.10. Any appeal against a warning must be submitted within five working days (or seven consecutive days out of term time), and ideally heard within ten working days (or 14 consecutive days out of term time) of notification of appeal, and must not interrupt the progress of the procedure, unless the appeal decision leads to the matter being reconsidered. This appeal is heard by an appeal committee.

2.11. First assessment stage

**Weeks one to ten (up to ten weeks, no less than four)** – Regular observation, monitoring and evaluation of performance, with guidance, training if necessary, and support to the employee. This will include regular, perhaps weekly, feedback to the employee on their progress so they can be clear on whether they are making the improvements required. Regular feedback will be written and will detail where improvement has been made, and where progress still needs to be made.

This timescale is not prescriptive. It will depend on the role and the tasks required. For some groups of staff ten weeks may be too long. An assessment period could be anywhere from four to ten weeks, the Headteacher will decide what the most appropriate timescale would be.

If at any point during this stage the circumstances suggest that a more serious problem exists, the Headteacher may take the decision to bring forward the planned evaluation meeting to consider whether a final written warning should be issued sooner. If a final warning is given following such a brought forward evaluation meeting, there will normally be a maximum period of four weeks allowed following that meeting before a final evaluation meeting is held.

**Week 10 (up to ten no less than four) – Evaluation meeting**

The purpose of this meeting is to assess performance over the previous weeks. The evaluation meeting will be convened by the Headteacher by circulating, at least five working days (or seven consecutive days out of term time) in advance, a summary report which contains:

- the original target setting letter
- details of help and guidance provided and results of monitoring
- copies of evidence from observations and other relevant evidence
- a clear assessment by the Headteacher of the progress made
- confirmation of the employee's right to be accompanied by a companion.

If it is found that the level of performance has been satisfactory and confidence that it can be sustained, the capability procedure can end with a confirmation letter from the

Headteacher. Within a reasonable time-frame, if the employee's performance becomes unsatisfactory again (in the same way that it was before), the employee would re-enter this procedure at the point where they left it i.e. consideration as to whether a final written warning is issued (see below).

If it is found that performance continues to be unsatisfactory a **final written warning** will be issued. Formal monitoring, evaluation, guidance and support will continue for a further (four week) period. Arrangements for this will be explained at the meeting. The decision and main points of the meeting must be recorded in a letter to the employee. The employee must be told clearly that failure to achieve an acceptable standard by the final evaluation meeting and decision meeting (second assessment stage), with confidence that it can be sustained, may result in dismissal. Any appeal against the final written warning must be made within five working days (or seven consecutive days out of term time), and ideally heard within ten working days (or 14 consecutive days out of term time) of notification of appeal, and must not interrupt the progress of the procedure, unless the appeal decision leads to the matter being reconsidered.

#### 2.12. Appeals against warnings

Any appeal submitted by an employee regarding a first written warning or final written warning will be heard by the CEO, where the employee is the Deputy or Assistant Headteacher or all school staff, with the exception of central staff who will have their appeal heard by Trustees. The CEO would have their appeal heard by Members

Notice of at least five working days (or seven consecutive days out of term time) must be given for an Appeal hearing.

The Trust's Disciplinary, Dismissal and Appeal Committee hearings procedure should be followed for appeal hearings. The outcome of the Appeal Committee hearing will be confirmed in writing to the employee within five working days.

#### 2.13. Second assessment stage

**Weeks 10 – 14 (up to 10 –14, no less than 4 – 8)** Regular monitoring and evaluation of performance, with guidance, training if necessary, and support to the employee.

**Week 14 (up to 14, no less than 8) – Final evaluation and decision meeting** to report the assessment of performance over the previous weeks.

The final evaluation meeting should be convened by the Headteacher, (Where the subject of the meeting is the CEO it will be Members who have the authority to dismiss. Where the subject of the meeting is central Trust staff it will be the CEO and Trustees who have the authority to dismiss. Where the subject of the meeting is the Headteacher it will be the CEO who has the authority to dismiss. Where the subject of the meeting is the Assistant/Deputy Headteacher or all other school staff it will be the Headteacher who has the authority to dismiss) if by circulating, at least five working days (or seven consecutive days out of term time) in advance, details of the time and place of the meeting and will advise the employee of the right to be accompanied by a companion. A summary report will also be sent which contains:

- the original target setting letter
- details of help and guidance provided and results of monitoring
- copies of evidence from observations and other relevant evidence
- a clear assessment by the Headteacher of the progress made
- confirmation of the employee's right to be accompanied by a companion.

The invitation to a final evaluation and decision meeting will make it clear who will be in attendance and who has the authority to dismiss. The Headteacher will conduct the meeting and make the decision about dismissal. The final evaluation and decision meeting (will follow the same format as the formal capability interview (section 2)).

If it is found that performance has been satisfactory, and there is sufficient confidence that it can be maintained, the capability procedure will end here. Within a reasonable time-frame, if the employee's performance becomes unsatisfactory again (in the same way that it was before), the employee would re-enter this procedure at the point where they left it i.e. consideration as to whether the employee will be dismissed.

If performance remains unsatisfactory, a decision will be made that the employee should be dismissed or required to cease working for the Trust. The employee will be informed as soon as possible of the reasons for the dismissal, the date on which the employment contract will end, the appropriate period of notice and their right of appeal.

### **3. Dismissal Appeal stage**

If the employee appeals the decision the appeal will be considered by the CEO, where the employee is the Deputy or Assistant Headteacher or all school staff with the exception of central staff who will have their appeal heard by Trustees. The CEO would have their appeal heard by Members. The Appeal body will have had no involvement in the decision that is being appealed. Therefore, if the employee has also appealed at warning stage then this will be the next individual(s) up with authority to dismiss.

The paperwork referred to in 2.12 will also be provided when calling an appeal hearing along with a copy of the outcome statement from the decision meeting. Again, the employee will be given five working days notice along with confirmation of their right to be accompanied by a companion.

A copy of the information sent to the employee will be passed to the Appeal body and their adviser in advance of the hearing.

Notice of at least five working days (or seven consecutive days out of term time) will be given for an Appeal Panel.

The outcome of the hearing will be confirmed in writing to the employee within five working days. If the Appeal body confirms dismissal, the employee has no further right of appeal.

**4. Post dismissal actions**

Where the capability of an individual is such that it may make them unsuitable to work with children, a referral to the Disclosure Barring Service (DBS) may be appropriate. The HR Consultant supporting the Trust through the dismissal process will give appropriate advice. There is currently no requirement to make referrals to any other agencies where a member of support staff is dismissed for lack of capability.

**5. Data Protection**

The Trust processes any personal data collected during the capability procedure in accordance with its data protection policy. Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of completing the capability procedure. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Trust's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the Trust's disciplinary procedure.

**6. Associated documents**

- Capability guidance – support staff G329
- Performance appraisal policy and procedure – support staff P324

**Appendix 1 – Table of changes**

Date of change	Paragraphs affected	Summary of update
	All	Adoption of the policy by the Trust.