



# HALL GREEN SCHOOL

## CAPABILITY OF STAFF POLICY September 2017

<b>Adopted:</b>	4 October 2017
<b>Next Review:</b>	4 October 2019
<b>Governing Committee:</b>	Full Governing Body
<b>Responsibility:</b>	Mr D Adams - Headteacher Mrs J Owen – Chair of Governors

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## **1. Introduction**

- 1.1 Hall Green School is committed to providing high quality teaching and learning. Through our workforce we aim to provide opportunities for all of our pupils, whatever their ability. Each employee will therefore be given support to help them continually improve their performance and develop to their full potential, which will in turn help improve outcomes for our young people.
- 1.2 Having an effective performance management process in place is one of the ways we can support our employees and deal with performance matters as they arise; this is set out in our Teaching Staff and Support Staff Appraisal Policies.
- 1.3 This policy sets out the arrangements that will apply when an employee falls below the levels of competence and performance that are expected of them and serious concerns have been raised which the Appraisal Policies have been unable to address.
- 1.4 This policy has been designed to comply with current legislation and the ACAS Code of Practice on Disciplinary and Grievance Procedures.
- 1.5 The policy has been implemented following consultation with recognised trade unions. It has been formally adopted by the Governing Body.
- 1.6 This policy does not form part of any employee's contract of employment and may be amended at any time following consultation.

## **2. Scope and purpose of this policy**

- 2.1 The purpose of this policy is to provide a framework within which Hall Green School can work with employees to improve and maintain satisfactory standards of performance where serious concerns have been raised.
- 2.2 This policy will be applied when informal support as set out in the Appraisal Policy has been provided and the required improvement has not been made.
- 2.3 This policy applies to all employees of Hall Green School, including teachers and support staff, excluding those who are in the probationary period. It does not apply to agency workers.

## **3. Notification and procedure for formal meetings**

- 3.1 An employee will be given at least five working days' written notice if required to attend any formal meeting under this procedure.
- 3.2 The written notification will also contain:

- (a) Sufficient information about the performance concerns and their possible consequences (including either issuing a warning or dismissal) to enable the employee to prepare to answer the case
  - (b) Copies of any written evidence
  - (c) Copies of witness statements and details of witnesses attending (if appropriate)
  - (d) Details of the time and place of the meeting
  - (e) Your right to be accompanied (see 3.4)
- 3.3 Formal meetings will be conducted by the Head Teacher or other senior employee delegated this responsibility by the Head Teacher.
- 3.4 An employee has the right to be accompanied to any formal meeting under this procedure by a companion, who may be a colleague or a trade union representative.
- 3.5 Relevant witnesses may be called by the person conducting the meeting and an employee may request that relevant witnesses are called to any formal meeting.
- 3.6 A formal meeting under this procedure will:
- (a) identify performance shortcomings;
  - (b) allow an employee to respond to those concerns, ask questions and make any relevant representations which may provide new information or a different context to the evidence already collected;
  - (c) identify what action (including support provided) has been taken to date and what the outcome was;
  - (d) identify what improvements the employee needs to make;
  - (e) where appropriate, identify and explain any support that will be available to help the employee improve performance;
  - (f) where appropriate, warn an employee formally that failure to improve within the set period could lead to dismissal; and
  - (g) confirm the timescales for the monitoring and review period which will follow a formal meeting where a warning is issued. The timetable will depend on the circumstances of the individual case but the period will be reasonable and proportionate and should provide sufficient opportunity for an improvement to be made. Formal monitoring, evaluation, guidance and support will continue during this period.
- 3.7 The person conducting the meeting may adjourn the meeting, for example for further investigation or to consider if additional information is required.
- 3.8 If at any stage the person conducting the meeting is satisfied that the employee has made sufficient improvement, the capability procedure will cease and the appraisal process will re-start.
- 3.9 Following a formal meeting, the matters covered in 3.6 and any other relevant points will be confirmed in writing. Where a warning has been issued the letter will set out the length of the monitoring and review period and the procedure and time limits for appealing against the warning.
- 3.10 Minutes will be taken of all formal meetings and you will be sent a copy following the meeting.

#### **4. Formal capability meeting (Stage 1)**

- 4.1 If we consider that there are serious performance concerns, the employee will be invited to a formal capability meeting to establish the facts. Serious performance concerns might include: failing to meet appraisal targets two years in a row despite appropriate support and guidance from line managers; persistent failure to comply with the school's marking policy despite appropriate support and guidance from line managers; persistent failure to maintain an appropriate working atmosphere in the classroom, again despite having received support and guidance from line managers.
- 4.2 Where a warning is issued, this will usually be a first written warning. However, in very serious cases or in cases where performance issues have been dealt with previously under the formal capability procedure, this could be a final written warning.  
Monitoring & Review Period (1):
- 4.3 The standard set length of the monitoring and review period following the formal capability meeting at Hall Green School is six weeks. However, in some cases it may be appropriate for a shorter period of four weeks to be set. In exceptional circumstances, this period can be extended up to a maximum of ten weeks.
- 4.4 At the end of the monitoring and review period the employee will be invited to a formal review meeting, unless she/he was issued with a final written warning in which case she/he will be invited to a decision meeting.

#### **5. Formal review meeting (Stage 2)**

- 5.1 If the person conducting the formal review meeting decides that some progress has been made and there is confidence that more is likely, it may be appropriate to extend the monitoring and review period up to a maximum of four additional weeks.
- 5.2 If no, or insufficient improvement has been made during the monitoring and review period, the employee will receive a final written warning.  
Monitoring & Review Period (2):
- 5.3 At the end of the further monitoring and review period, the employee will be invited to a decision meeting.
- 5.4 At this stage and by agreement with the employee, instead of progressing to a decision meeting it may be appropriate to consider whether there is a vacant post and if so whether this may be more suited to the employee's capabilities. If there is a vacant post which the school agrees with the employee is suitable, this would be a permanent change in role and if the alternative post is at a lower salary level, the substantive lower salary would apply. The capability procedure would cease on commencing in the new post and the appraisal process would re-start.

#### **6. Decision meeting (Stage 3)**

- 6.1 The decision meeting will usually be conducted by a panel of governors not previously involved in the case, which could include the Head Teacher. Dismissal is a possible outcome of a decision meeting.

- 6.2 If performance is deemed to have improved but not reached the required standard a further monitoring and review period can be imposed. There will be a further decision meeting at the end of that extended monitoring and review period.
- 6.3 If performance remains unsatisfactory, a decision will be made that the employee should be dismissed or required to cease working at Hall Green School. Normal delegation rules apply to the power of dismissal.
- 6.4 The employee will be informed in writing as soon as possible of the dismissal, the reasons for the dismissal, the date on which the employment contract will end, the appropriate period of notice and the employee's right of appeal.

## **7. Appeal**

- 7.1 If the employee feels that the decision to dismiss her/him or other action taken against her/him (including warnings) is wrong or unjust, she/he may appeal. The employee should appeal in writing to the Head Teacher, setting out the grounds for appeal within five working days of the decision.
- 7.2 Appeals will be heard without unreasonable delay and, where possible, at an agreed time and place. The same arrangements for notification and right to be accompanied by a companion will apply as set out in section 3.
- 7.3 The appeal will be dealt with impartially and, wherever possible, by a panel of three governors who have not previously been involved in the case in line with Hall Green School's arrangements for appeals.
- 7.4 The employee will be informed in writing of the results of the appeal hearing as soon as possible.
- 7.5 There is no further right of appeal against the sanction or dismissal within Hall Green School.

## **8. Sickness**

- 8.1 If at any stage long term sickness absence appears to have been triggered by the commencement of this procedure, the case will be dealt with in accordance with Hall Green School's sickness absence policy.
- 8.2 The employee will be referred immediately to the occupational health service to assess their health and fitness for continued employment and the appropriateness or otherwise of continuing with monitoring or formal procedures. In some cases, it may be appropriate for monitoring and/or formal procedures to continue during a period of sickness absence.

## **9. Review of policy**

- 9.1 This policy is reviewed every two years by Hall Green School in consultation with the recognised trade unions. The school will monitor the application and outcomes of this policy to ensure it is working effectively.