

Staff responsible	Policy adopted from Lewisham
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Governing body ratified	25/11/2015
Chair of Governors	<i>Liz Bailey</i>
Review cycle	3 years
Next review	31/08/2021

1. GENERAL PRINCIPLES

- 1.1 The Capability Procedure is an integral part of the Council's approach to managing performance and absence – ensuring high standards of individual and team performance in the provision of services. All Lewisham schools aim to ensure a service delivery of the best possible quality for pupils, parents and the wider community. To achieve this it is necessary to create a flexible organisation that enables maximum performance and contribution from properly skilled people.
- 1.2 The model Capability Procedure applies to all school based employees except:
- school based staff employed at voluntary aided schools who may be subject to separate procedures produced by the relevant Diocesan Boards
 - where the employee has not completed the probation period

TEACHERS ONLY - Revised appraisal arrangements for teachers come into force with effect from 1 September 2012. They are set out in the Education (School Teachers' Appraisal) (England) Regulations 2012 (the Appraisal Regulations); these replace the 2006 Regulations. Under the new regulations schools and local authorities must have an appraisal policy for teachers and a policy, covering all staff, which deals with lack of capability. A separate Teacher Appraisal Policy has been drawn up based on the DFE model policy for schools; this sets out the framework for a clear and consistent assessment of the overall performance of teachers, including the headteacher, and for supporting their development within the context of the school's plan for improving educational provision and performance, and the standards expected of the teacher. **Where there are serious concerns about a teacher's performance (including the headteacher) that the appraisal process has been unable to address, Stage 2 of of the Capability Procedure will be initiated.** Where the concerns relate to a teacher's attendance/ill health capability, these will be dealt with in the normal way under the Capability Procedure. Where there are concerns about performance and attendance/ill health, advice on how to proceed should be sought from the Children and Young People Services Directorate HR section (Schools' Team Personnel).

- 1.3 Most staff are competent, effective and able to develop but where someone is failing in a significant or persistent way to carry out their duties, the School will take reasonable steps to help

the individual achieve and then maintain the required standard of performance/attendance. In some circumstances capability may include elements of both performance and attendance.

- 1.4 Where the required standard of performance/attendance is not achieved or maintained then the employee will be subject to formal action.
- 1.5 The procedure for dealing with capability is distinct from the disciplinary procedure, which is designed to deal with cases of alleged employee misconduct, that is wilful, including unauthorised absence and failure to follow the School's absence procedures. If it is alleged misconduct, then this should be processed via the School's Disciplinary Code.
- 1.6 Reference throughout the procedure to the role of the Headteacher includes his/her nominated representative except in the role as Capability Hearing Officer which generally should be undertaken by the Headteacher, except in those circumstances where the Headteacher has been directly involved in the case, see Para 13 below. Generally, the Governing Body should delegate hearing capability cases, including dismissals, to the Headteacher. In the case of dismissals however, where special circumstances exist, the Governing Body can choose to delegate to a panel of one or more governors or a panel of one or more governors and the Headteacher together, but they must not allow any outside body or persons to make decisions for them. The Children and Young People Services Directorate HR section (Schools' Team Personnel) will be able to provide further advice as necessary.
- 1.7 Where there are concerns about the performance of the Headteacher these will be referred to the Chair of Governors who will determine, in consultation with the Executive Director for Children and Young People Services, what if any action needs to be taken in accordance with the procedure. The Chair of Governors will be responsible for notifying the Headteacher of any action to be taken in respect of his/her capability.
Alternatively, the Chair of Governors may request the Executive Director for Children and Young People Services to nominate a senior LA officer, or recommend an appropriately qualified external person, to assist him/her with the agreed actions to be taken under this procedure. In all cases concerning the capability of a Headteacher, the Executive Director for Children and Young People Services may attend or be represented at any formal meeting or hearing held in accordance with this procedure.
- 1.8 At all stages employees will be entitled to state their case before decisions are reached. Employees have the right to be represented by a trade union representative or another employee at every stage of the capability procedure, apart from day to day management action (e.g. back to work interviews and initial capability meetings). However, if all parties are agreed, a trade union representative may accompany the employee as an observer to the initial capability meeting. The employee must make his/her own arrangements for representation. If the employee requests to be accompanied by a work colleague then the colleague should be given reasonable time off for this purpose.
- 1.9 Employees should normally be given 5 days' notice of meetings/hearings to be held under the Capability Procedure in order to consider their position and take advice.
- 1.10 If an employee fails to attend a meeting/hearing through circumstances outside their control and unforeseeable at the time the meeting/hearing was arranged (e.g. illness) then another date may be arranged. If the employee fails to attend the re-arranged meeting/hearing then the Hearing Officer/Sub-Committee will have the discretion to proceed in the employee's absence. When exercising this discretion the Hearing Officer/Sub-Committee should take into account all relevant circumstances for example medical evidence, the number of postponements previously

made etc. Letters requiring the employee to attend a hearing should make it clear that the hearing may proceed in their absence.

- 1.11 Where an employee has reasonably requested to be accompanied at a meeting/hearing and his/her representative is unable to attend on the notified date, he/she has the right to request a postponement for a period of up to 5 working days following the day after the date which had previously been set.
In this event a new date should be set as quickly as possible. The request for a postponement should be made as soon as possible after notification of the meeting/hearing date.
- 1.12 Headteachers are advised to consult with Schools' Team Personnel before instigating formal action. No formal action should be taken against a trade union official until the circumstances of the case have been discussed with Schools' Team Personnel and raised with the district official of the union concerned.
- 1.13 Capability Hearings should generally be heard by the Headteacher and Appeal Hearings should be heard by a Sub-Committee of the School's Governing Body. However, where the Headteacher has already been involved in the informal/formal stages of the procedure, the Capability Hearing should be heard by a Sub-Committee of the Governing Body and the Appeal Hearing should be heard by a separate Appeals Sub-Committee of the Governing Body.
- 1.14 An HR adviser from Schools' Team Personnel may be invited to attend as an adviser to the Headteacher/Sub-Committee.
- 1.15 Employees have the right to appeal against any sanction imposed following a formal capability hearing (Stage 3). There is no right of appeal against any action taken by management at the informal (Stage 1) or formal (Stage 2) stages of the procedure.
- 1.16 Whilst there is an entitlement to an appeal, there will not be an Appeal Hearing unless the employee clearly sets out the grounds of appeal and outlines the reasons why he/she believes that the decision taken was unfair.
- 1.17 If sufficient details are not provided then the HR adviser from Schools' Team Personnel will ask the employee for further clarification. The information should be provided by no later than 3 weeks from the date of the registration of the appeal. If the information is not provided within the required timescale then the appeal will not normally be heard.
- 1.18 Appeals against dismissal will normally be heard by the Appeals Sub-Committee of the Governing Body within 20 days of receiving the appeal. Appeals are normally by way of review rather than rehearing i.e. the Appeals Sub-Committee of the Governing Body should come to a decision as to whether or not the Headteacher/Sub-Committee made a reasonable decision on the basis of the evidence put before him/her at the time.
- 1.19 Ill-health should not be associated with disability, as most disabled employees have attendance records similar to those of their non-disabled colleagues. There may be occasions, however, where the nature of an illness or performance concerns, whether or not accompanied by periods of absence, mean that the employee is covered by the Disability Discrimination Act 1995/Equality Act 2010. This reinforces the need to consider whether an employee's performance and/or attendance would be improved by the provision of a "reasonable adjustment", e.g. reasonable adjustments may include, but are not limited to, equipment or a change to working conditions.
- 1.20 Further advice can be obtained from Schools' Team Personnel.

2.1 Introduction

- 2.1.1 The following procedure may be engaged at either the informal stage or the formal stage where the employee's capability is of serious concern, including instances where an employee may not accept that a performance problem exists. However, except in the most serious cases, informal action should be taken first. For teachers' performance, informal action will have been taken under the separate Teacher Appraisal Policy; where there are serious concerns about a teacher's performance (including the headteacher) that the appraisal process has been unable to address, Stage 2 of the Capability Procedure will be initiated. The school's HR adviser in Schools' Team Personnel will be able to provide advice as necessary.
- 2.1.2 The procedure is presented in four parts:
- Informal action – Stage 1
 - Formal action – Stage 2
 - Formal Capability Meeting
 - Potential outcomes
 - Informing the employee of the outcome
 - Capability Hearing – Stage 3
 - The decision
 - Possible outcomes
 - Notifying the employee of the outcome
 - Capability Appeals – Stage 4
 - The Process
 - Potential outcomes
 - Effect of reinstatement

2.2 Informal action – Stage 1

- 2.2.1 Headteachers should try as far as possible to resolve any issues informally through discussions with the employee as part of their day to day management responsibilities.
- 2.2.2 In many cases, dealing with performance and absence issues early – the right actions at the right time – will often provide a more satisfactory result for both the Headteacher and employee and may well prevent the need for more formal action in the future.
- 2.2.3 The kind of matters that may be raised in informal discussions include:
- Informing the employee of where and how work performance/attendance is below standard
 - Giving the employee an opportunity to explain and to explore the issues jointly.
 - Identifying, with the help of the employee, possible reasons for their poor performance/attendance.
 - Agreeing a clear plan of action for improvement together with any appropriate training or support to be given and a period for review.
- 2.2.4 The employee should be told what standards are expected; how this will be reviewed and over what time period. The employee should also be made aware that if he/she fails to improve consideration will be given to taking further action. It is good practice to make a note of any such meeting for future reference and to provide a copy of the note to the employee. If the employee wishes to respond to the note then this should be attached to the note for completeness
- 2.2.5 If capability is related to sickness or where there is a medical factor affecting performance, then the Headteacher should refer the employee to the Council's Occupational Health Service for advice. Schools' Team Personnel will be able to provide advice on complex cases as appropriate.
- 2.2.6 If the employee subsequently achieves the required improvements then he/she should be informed accordingly and of the need to maintain that improvement. A copy should be placed on his/her personal file. If the employee wishes to respond to the letter then this should also be placed on the personal file.
- 2.2.7 Where improvement in performance and/or attendance is not achieved or maintained for a period of at least six months then the Headteacher should arrange a meeting with the employee under the Capability Procedure, at which he/she has the right to representation from either a trade union representative or work colleague. The meeting should agree a clear plan of action for improvement together with a period of review. The employee should be given a caution that if there is no improvement then formal action may be taken.

2.2.8 At the end of the review period the Headteacher should consider the following options:

Performance/attendance is now satisfactory:

Meet with the employee and trade union representative /work colleague as appropriate. Tell the employee that improvement has been achieved and must be maintained. Confirm in writing and place a copy on the employee's personal file. Continue to monitor performance as part of day to day management action, appraisal/performance management interviews etc. If improvement is not maintained for a period of six months then consider taking further action.

Performance/attendance is still below standard but the Headteacher believes that further improvement may be achieved:

Meet with the employee and trade union representative/work colleague as appropriate. Discuss areas of concern. Agree action plan with training and support as appropriate. Fix further review period and warn employee that if no improvement is achieved then formal action will be taken. At the end of the review period if improvement has not been achieved then take formal action under Stage 2 of the procedure.

Headteacher believes that there is a serious lack of capability and that there is unlikely to be any improvement in the employee's performance/attendance:

Take formal action under Stage 2 of the procedure. Consult your HR adviser in Schools' Team Personnel for advice as necessary. Inform the employee that improvement has not been achieved and formal action will now be taken. This can be undertaken by letter or a further meeting as appropriate. Invite employee to attend a formal capability meeting under Stage 2 of the procedure, at which s/he will be entitled to representation.

2.3 Formal action – Stage 2

2.3.1 The object of the formal procedure is to provide a framework to deal with employees whose unsatisfactory standard of work performance and/or attendance continues to fall short of that required by the School. This stage will be initiated for those teachers (including the headteacher) where there are serious concerns about the teacher's performance that the appraisal process has been unable to address.

2.3.2 Where the Headteacher has serious concerns about an employee's attendance capability or where an employee's persistent poor performance and/or has not improved, then a formal meeting should be arranged with the employee at which s/he will be entitled to representation.³

2.3.3 In exceptional cases of potential gross incompetence it may not be appropriate for the employee to remain at work, for example where there is reason to believe that the employee's actions are so serious that there is no longer trust and confidence in him/her and there is concern that to continue to allow the employee to remain at work would involve serious risks to the service users and/or service delivery. In these circumstances the Headteacher may consider, if appropriate, temporarily transferring the employee to another work area or allowing the employee to work from home. Suspending the employee should only be considered in exceptional circumstances. The potential detrimental effect of suspension on both the employee and the school should be considered before taking a decision to suspend the employee.

2.3.4 Advice from Schools' Team Personnel should be sought before taking any action to suspend an employee.

2.4 Conducting the formal capability meeting

2.4.1 The employee may be represented at this meeting by a trade union representative or another employee. An HR Adviser from Schools' Team Personnel may attend the meeting to provide advice and support to the Headteacher as necessary.

2.4.2 The Headteacher should send a letter setting out the arrangements for the meeting. The letter should be sent to the employee no later than 5 working days before the meeting.

2.4.3 The letter should include:

- The reason for the meeting
- Details of where/how performance/attendance is still below standard.
- The name of the Headteacher or his/her representative who will conduct the meeting
- The employee's right to be represented by a trade union representative or another employee
- Copies of any documentation to be used at the meeting
- A copy of the Capability Procedure.

2.4.4 Where an employee has reasonably requested to be accompanied at the formal meeting and his/her representative is unable to attend on the notified date he/she has the right to request a

postponement of the meeting for a period of up to 5 working days following the day after the date which had previously been set. In this event a new date should be arranged as quickly as possible. A request for postponement should be made as soon as possible after notification of the meeting date.

- 2.4.5** At the meeting agree action plan (including support) and fix a period for review. The timetable will depend on the circumstances of the individual case but in straightforward cases could be between four and ten weeks. It is for the school to determine the set period. It should be reasonable and proportionate, but not excessively long, and should provide sufficient opportunity for an improvement to take place. The employee should also be warned that failure to achieve satisfactory performance could lead to referral to a Capability Hearing which could ultimately result in the employee's dismissal. Confirm in writing and place copy on personal file. If employee wishes to respond then this should be attached for completeness.

2.5 Potential outcomes

- 2.5.1 At the end of the review period, the Headteacher should meet with the employee and trade union representative/work colleague.
- 2.5.2 The Headteacher, having taking into account all the relevant factors of the case may decide:
- a) Performance/attendance now satisfactory.
 - b) Fix a further review period
 - c) Refer the case to a Capability Hearing
- 2.5.3 If the Headteacher considers that there is reasonable further action that could be taken to improve the employee's performance/absence then a suitable action plan should be drawn up.
- 2.5.4 The employee should be informed:
- The period of the review
 - The areas where improvement is still required
 - Any measures that will be made available to support the employee to reach the expected standards
 - The consequences if performance and/or attendance does not reach a satisfactory level.
- 2.5.5 The employee should be given a final caution and advised that failure to reach a satisfactory level of performance/attendance could result in further action being taken including referral to a Capability Hearing to consider terminating their contract of employment on the grounds of capability.
- 2.5.6 If the manager considers that there is no reasonable further action that could be taken to improve the employee's performance/attendance then the matter should be referred to a Capability Hearing.
- 2.5.7 Before taking any such decisions advice should be sought from Schools' Team Personnel.

2.6 Informing the employee of the outcome

- 2.6.1 Following the meeting the Headteacher should confirm in writing the action to be taken within five working days.

2.7 Capability Hearing – Stage 3

(to be heard by the Headteacher or a Sub-Committee of the Governing Body as appropriate – all references below to the Hearing Officer covers either)

- 2.7.1 Schools' Team Personnel may be asked to make the necessary arrangements for the Capability Hearing. The HR adviser/school will write to the employee setting out the arrangements with details of any witnesses and copies of any documentation. The letter should be sent to the employee no later than 5 working days before the hearing. Longer notice should be given where possible. This is particularly important if the documentation is lengthy or complex. In such cases the Hearing Officer will have the discretion to postpone the case if he/she considers that the serving of the documents does not allow sufficient time for the employee to prepare their case.
- 2.7.2 The procedure to be followed at the hearing is attached as Appendix 1.
- 2.7.3 The employee should be advised that if the he/she is held to be incapable of performing their duties then a possible outcome could be dismissal from the School/Council's service.
- 2.7.4 The employee is entitled to be represented at the hearing by a trade union representative or another employee.
- 2.7.5 Where an employee has reasonably requested to be accompanied at a hearing and his/her representative is unable to attend on the notified date, he/she has the right to request a postponement of the hearing for a period of up to 5 working days following the day after the date which had previously been set. In this event a new date should be arranged as quickly as

possible. A request for a postponement should be made as soon as possible after notification of the hearing date.

- 2.7.6 If an employee fails to attend a hearing through circumstances outside their control and unforeseeable at the time the hearing was arranged (e.g., illness) then another date may be arranged. If the employee fails to attend the re-arranged hearing then the Hearing Officer, having consulted with the HR adviser and sought the views of the union representative (where present at the hearing), has the discretion to proceed in the employees' absence. When exercising this discretion the Hearing Officer should take into account all the relevant facts including, the employee's personal circumstances, medical evidence and the number of postponements previously made.
- 2.7.7 The employee must provide details of any witnesses together with any documents they intend to rely on as early as possible but no later than 2 full working days before the hearing. This is particularly important if the documentation to be submitted is lengthy or complex. In such cases the Hearing Officer will have the discretion to postpone the case if he/she considers that the serving of the documents does not allow sufficient time for the manager to prepare their case.
- 2.7.8 It is important that the Hearing Officer is impartial and has not had any involvement in the case previously. Therefore, where the Headteacher has had previous involvement at the informal/formal stages, the case should be heard by a Sub-Committee of the Governing Body.
- 2.7.9 An HR adviser from Schools' Team Personnel may also attend the Capability Hearing as adviser to the Hearing Officer.
- 2.7.10 There shall be a notetaker to the Hearing Officer. The notetaker's role is confined to taking notes of the proceedings. The Hearing Officer or Schools' Team Personnel should arrange for attendance of the notetaker.
- 2.7.11 The Hearing Officer should ensure that all the relevant facts have been presented by both parties and may decide that further information/witnesses are required. The Hearing Officer will make the final decision on any matters raised at the hearing.

2.8 The decision

- 2.8.1 In reaching a decision the Hearing Officer must take into account the following:
- The action taken to improve the employee's performance/attendance
 - The impact and consequences of the poor performance/attendance
 - If absence related, up to date medical evidence and (if relevant) any reasonable adjustments
 - The employee's length of service
 - The results of the review period(s)
 - Any mitigating circumstances

2.9 Possible outcomes

- 2.9.1 The possible outcomes may be:
- A further and final period of review: to determine whether the employee can meet the standards of performance and/or absence set by management. Where this occurs the employee should be informed that failure to reach a satisfactory level of performance/absence will lead to a further hearing, the outcome of which could be dismissal.

Consideration of alternative employment: If this possibility has not already been considered, the Hearing Officer may decide to adjourn the Capability Hearing whilst possible options are explored.

This could include:

Transfer to another job: A transfer may be considered where it would not be appropriate for the employee to return to their former work area. Alternative work/redeployment will need to be considered with due regard to the fact that schools have the responsibility to appoint staff under LMS. Schools' Team Personnel will be able to provide advice and support on this. Consideration should be given to previous attempts to redeploy the employee and should only be considered where the employee is prepared to co-operate with the redeployment process. Payment would be made at the grade of pay rate applicable to the new job and not the rate applicable to the employee's former job.

Relegation; in cases of poor work performance relegation (downgrading) may be considered as an alternative to dismissal. The relegation may be to a different work area/job and payment will be commensurate with the grade of the new post.

The Hearing will be re-convened. The Hearing Officer will consider whether to offer the employee a new appointment as an alternative to dismissal, or to dismiss the employee from the School's employment. If the employee does not accept the offer of new employment then the dismissal will stand.

Dismissal from the School's/Council's employment on the grounds of capability.

For community schools where the decision of the Hearing Officer is to recommend to the Executive Director for Children and Young People that the employee be dismissed from the Council's employment on the grounds of capability, dismissal will be with the appropriate period of notice, for which payment may be made in lieu of notice. For voluntary aided schools the Hearing Officer is not required to recommend the dismissal to the Executive Director for Children and Young People; this can be actioned by the school.

2.10 Notifying the employee of the outcome

- 2.10.1 The Hearing Officer may inform the employee of the decision verbally following an adjournment of the hearing or later in writing. In any event the decision should be confirmed in writing within five working days from the date of the hearing.

2.11 Capability Appeals – Stage 4

- 2.11.1 An employee has 10 working days from receipt of the decision to appeal against the Hearing Officer/Sub Committee's decision.
- 2.11.2 Appeals are normally by way of review rather than rehearing i.e. the Appeal Sub-Committee of the Governing Body (the Appeals Panel) should come to a decision as to whether or not the Hearing Officer/Sub-Committee made a reasonable decision on the basis of the evidence put before him/her at the time. The letter of appeal should be sent to the Hearing Officer/Chair of the Sub-Committee with full details of the grounds for appeal. Whilst there is an entitlement to an appeal, there will not be an appeal hearing unless the employee clearly sets out the grounds of appeal and outlines the reasons why he/she believes that the decision taken was unfair.
- 2.11.3 If sufficient details are not provided then the HR section will ask the employee for further clarification. The information should be provided by no later than 3 weeks from the date of the registration of the appeal. If the information is not provided within the required timescale then the appeal will not normally be heard.
- 2.11.4 Schools' Team Personnel will make the necessary arrangements for the appeal to be heard by the Appeals Sub-Committee of the Governing Body as soon as possible but normally within 20 working days of receiving the appeal.
- 2.11.5 The Appeals Sub-Committee will normally hear appeals with advice given by a different HR adviser who did not attend the previous Hearing. It is important that the Appeals Sub-Committee is impartial and has not been involved in the case previously.
- 2.11.6 The procedure to be followed at the hearing is attached as Appendix 2.
- 2.11.7 The employee will have the right to representation by a trade union official or other employee at the Appeal Hearing.
- 2.11.8 Where an employee has reasonably requested to be accompanied at an appeal hearing and his/her representative is unable to attend on the notified date, he/she has the right to request a postponement of the hearing for a period of up to 5 working days following the day after the date which had previously been set. In this event a new date should be arranged as quickly as possible. A request for a postponement should be made as soon as possible after notification of the appeal hearing date.
- 2.11.9 If an employee fails to attend the appeal hearing through circumstances outside their control and unforeseeable at the time that the hearing was arranged (e.g., illness) then another date may be arranged. If the employee fails to attend the re-arranged appeal hearing then the Appeals Sub-Committee, having consulted the HR adviser from Schools' Team Personnel and sought the views of the union representative (where present at the appeal hearing), has the discretion to proceed in the employees' absence. When exercising this discretion the Appeals Sub-Committee should take into account all the relevant facts including, the employee's personal circumstances, medical evidence and the number of postponements previously made.

- 2.11.10 The employee will be given not less than 5 working days notice of the appeal hearing and will be provided with a copy of all the documentary evidence. New evidence or additional witnesses will not be allowed save in exceptional circumstances, at the discretion of the Appeals Sub-Committee.
- 2.11.11 An HR adviser may also attend the appeal hearing as adviser to the Appeals Sub-Committee.
- 2.11.12 The Hearing Officer at the original Capability Hearing will normally present management's case to the Appeals Sub-Committee. Alternatively, where the original case was heard by a Sub-Committee of the Governing Body, the Headteacher will present management's case and call the Chair of the previous Hearing to give evidence as a witness.
- 2.11.13 The Appeals Sub-Committee will not normally rehear the case but only consider whether the decision reached by the original Hearing Officer was reasonable in all the circumstances of the case.

2.12 Potential outcomes

- 2.12.1 The Appeals Sub-Committee having considered the grounds of appeal may confirm, amend or reject the decision reached by the original Capability Hearing Officer/Sub-Committee.
- 2.12.2 If the original sanction is confirmed then the employee should be advised of the decision within 5 working days.
- 2.12.3 If the decision of the Appeals Sub-Committee is to amend the original decision then the possible alternative outcomes should be considered. In the case of dismissal if the employee does not accept an offer of alternative employment then the dismissal will stand.
- 2.12.4 Should the Appeals Sub-Committee decide that the employee should be transferred or relegated then the employee will be re-instated to their original post, for pay purposes, with effect from the date of dismissal until the date of the decision of the Appeals Sub-Committee. The terms and conditions applicable to the post arising from the transfer or relegation will apply from the date of the decision of the Appeals Sub-Committee.

2.13 Notifying the employee of the outcome

- 2.13.1 The Appeals Sub-Committee may inform the employee of the decision verbally following an adjournment of the hearing or later in writing. In any event the decision should be confirmed in writing within five working days from the date of the hearing.

2.14 Effect of reinstatement

- 2.14.1 Where an employee is re-instated it means that they were never in fact dismissed and their contract of employment continued to exist from the date of the first decision to dismiss and the decision of the Appeals Sub-Committee which resulted in re-instatement. This means that:
- continuity of service shall be preserved
 - he/she will be entitled to back pay (if any) including pension
 - he/she shall be entitled to accrue annual leave entitlement for the period for which they were 'dismissed'
- 2.14.2 If the employee was in receipt of state benefits then he/she will be expected to notify the appropriate Agency of their reinstatement and to repay any benefits received.
- 2.14.3 Schools' Team Personnel will be able to advise on the content of the outcome letter.
- 2.14.4 The decision of the Appeals Sub-Committee is final.

The Hearing Officer or Chair of the Governors Sub-Committee as appropriate will introduce all parties present and explain the purpose of the hearing. Both parties should be asked if they intend to bring witnesses, although failure to name witnesses at this stage does not mean that they cannot be called later within the hearing.

Management presentation with witnesses

The management representative will present the case.

The other parties may ask questions on the presentation in the following order:

Employee and/or trade union representative
Hearing Officer/Governors Sub-Committee
HR Adviser.

The manager presenting the case will then call witnesses.

The other parties may ask questions of the witnesses in the following order:

Employee and/or trade union representative
Hearing Officer/Governors Sub-Committee
HR Adviser.

It is open to the Hearing Officer/Chair of the Governors Sub-Committee to disallow irrelevant or repetitive questioning.

Employee's presentation with witnesses

Following completion of the management case, the presentation is then reversed, with the employee and/or trade union representative having the chance to put their case. Questions may be asked on this presentation by the presenting manager, the Hearing officer/Governors Sub-Committee and the HR Adviser in that order.

The employee/trade union representative will then call witnesses. The Hearing Officer/Chair of Governors Sub-Committee will introduce all parties and will explain the procedure to be followed.

The employee/trade union representative will ask questions of the witness.

The other parties may ask questions of the witnesses in the following order:

Manager presenting the case
Hearing Officer/Governors Sub-Committee
HR Adviser.

It is open to the Hearing Officer/Chair of Governors Sub-Committee to disallow irrelevant or repetitive questioning.

Following questioning by the other party, witnesses may be re-examined at the discretion of the Hearing Officer/Governors Sub-Committee, to clarify any points raised during the cross-examination.

Once each party has completed their questioning, witnesses should not, normally, be recalled. However, the Hearing Officer/Governors Sub-Committee has the right to recall witnesses or seek further information if this is required. If this does happen, both sides should be recalled into the hearing. In addition, the Hearing Officer/Governors Sub-Committee may require that other witnesses/evidence should be called/produced in order to ensure that all the necessary facts can be considered before making a decision on the case. The Hearing Officer/Governors Sub-Committee may decide to adjourn the hearing to allow for this if necessary.

Summing – up stage

Both parties will then have an opportunity to sum up, with management summing up first, followed by the employee/representative. This summing up may take into account statements made during the proceedings, but may not introduce new evidence.

Deliberation

The Hearing Officer/Chair of Governors Sub-Committee will then ask both parties to withdraw apart from the HR Adviser and notetaker. The Hearing Officer/Chair of Governors Sub-Committee should indicate to the parties whether they should wait to be recalled for the decision. The Hearing Officer/Governors Sub-Committee should then reach a decision on the basis of the evidence presented in the course of the hearing with advice from the HR Adviser as necessary.

The Decision

The Hearing Officer/Governors Sub-Committee may give the decision verbally at the end of the Hearing or in writing later. In any event the decision must be confirmed in writing, within 5 working days of the Hearing, to the employee and copied to their representative and to the manager presenting the case. The HR Adviser will provide advice on the content of the outcome letter

Step by Step Guide to the Capability Hearing procedure

STEP 1	<p>The Hearing Officer/Governors Sub-Committee should ensure that there is a management notetaker.</p> <p>The Hearing Officer/Chair of Governors Sub-Committee:</p> <ul style="list-style-type: none">• Introduces all parties• Explains the procedure to be followed• Clarifies position with regard to witnesses on both sides
	Management presentation
STEP 2	The presenting manager presents the facts of the case on behalf of management.
STEP 3	Employee/representative asks questions of the presenting manager
STEP 4	The Hearing Officer/Governors Sub-Committee asks questions of the presenting manager
STEP 5	<p>The HR Adviser may ask questions of the presenting manager</p> <p>Management witnesses called one at a time. It is open to the Hearing Officer/Chair of Governors Sub-Committee to disallow irrelevant or repetitive questioning</p> <p>Hearing Officer/Chair of Governors Sub-Committee introduces all parties to each witness and explains procedure</p> <p>Step 6 – Step 10 followed for each witness in turn.</p>
STEP 6	Presenting manager presents witness evidence by asking questions of the witness
STEP 7	Employee/representative asks questions of the witness
STEP 8	Hearing Officer/Governors Sub-Committee asks questions of the witness
STEP 9	HR Adviser may ask questions of the witness
STEP 10	Witnesses may be re-examined at the discretion of the Hearing Officer/Governors Sub-Committee in the above order to clarify any further points raised during presentation of evidence. It is open to the Hearing Officer/Chair of Governors Sub-Committee to disallow irrelevant or repetitive questioning
	Employee presentation
STEP 11	Employee/representative presents employee's side of the case
STEP 12	Presenting manager asks questions on the presentation

STEP 13	Hearing Officer/Governors Sub-Committee asks questions on the presentation
STEP 14	HR Adviser may ask questions on the presentation Employee's witnesses called one at a time. It is open to the Hearing Officer/Chair of Governors Sub-Committee to disallow irrelevant or repetitive questioning Hearing Officer/Chair of Governors Sub-Committee introduces all parties to each witness and explains procedure. Step 15 – Step 19 followed for each witness in turn.
STEP 15	Employee/representative presents witness evidence by asking questions of the witness
STEP 16	Presenting manager asks questions of the witness
STEP 17	Hearing Officer/Governors Sub-Committee asks questions of the witness
STEP 18	HR Adviser may ask questions of the witness
STEP 19	Witnesses may be re-examined at the discretion of the Hearing Officer/Governors Sub-Committee in the above order to clarify any further points raised during presentation of evidence
STEP 20	SUMMING UP STAGE Presenting manager sums up first Employee or representative sums up next No new evidence can be presented at this stage
STEP 21	All parties withdraw apart from the Hearing Officer/Governors Sub-Committee, HR adviser and notetaker. The Hearing Officer/Chair of Governors Sub-Committee will advise the parties whether they need to wait to be recalled for the decision.
STEP 22	DELIBERATION Hearing Officer/Governors Sub-Committee reaches a decision on the basis of the evidence presented. HR adviser will provide advice as necessary. The Hearing Officer/Governors Sub-Committee should make a note of the reasoning behind his/her decision and keep this carefully filed for future reference if need be.
STEP 23	DECISION The Hearing Officer/Governors Sub-Committee may give the decision verbally at the end of the Hearing or in writing later. In any event the decision must be confirmed in writing together with the appeal rights, within 5 days of the Hearing.

The Appeals Sub-Committee should ensure that there is a management notetaker. The Chair of the Appeals Sub-Committee will introduce all parties present and explain the purpose of the hearing. Both parties should be asked if they intend to bring witnesses, although failure to name witnesses at this stage does not mean that they cannot be called later within the hearing.

Presentation by the appellant

The appellant or representative presents the grounds for the appeal

The presenting manager/Appeals Sub-Committee/HR Adviser/ may ask questions of the appellant/representative on the grounds for appeal in that order.

The appellant/representative to call any witnesses

The presenting manager/Appeals Sub-Committee/HR Adviser may ask questions of witnesses in that order.

It is open to the Chair of the Appeals Sub-Committee to disallow irrelevant or repetitive questioning.

Response to the Appeal by Management

The presenting manager will respond to the appeal in the presence of the appellant.

The appellant (or representative)/Appeals Sub-Committee/HR adviser may ask questions of the presenting manager.

The presenting manager to call any witnesses

The appellant (or representative)/Appeals Sub-Committee/HR Adviser may ask questions of any witnesses

It is open to the Chair of the Appeals Sub-Committee to disallow irrelevant or repetitive questioning.

If required the Appeals Sub-Committee may recall witnesses or seek further evidence to ensure that it is aware of all the facts of the case. The Appeal Hearing may be adjourned to allow for this to happen. If recall is necessary to clear points of uncertainty, both parties will return, notwithstanding the fact that only one may be concerned with the point giving rise to doubt.

Summing Up Stage

The presenting manager, followed by the appellant (or representative) will have the opportunity to sum up their case. This summing up may take into account statements made during the proceedings, but may not introduce new evidence.

Deliberation by the Appeals Sub-Committee

Both parties will withdraw, leaving the Appeals Sub-Committee to deliberate accompanied by the HR Adviser and notetaker. The Chair of the Appeals Sub-Committee will indicate to the parties whether they should wait to be recalled for the decision. The HR Adviser will provide advice as necessary. The Appeals Sub Committee should make a note of the reasoning behind its decision and keep this carefully filed for future reference if need be.

The Decision

The decision is made by the Appeals Sub-Committee and may be given to the parties verbally at the end of the meeting or later in writing. In any event the decision must be confirmed in writing by the Appeals Sub-Committee within 5 working days. The HR Adviser will provide advice on the content of the outcome letter.

Step by Step Guide to the Capability Appeal Hearing procedure

STEP 1	<p>The Appeals Sub-Committee should ensure that there is a management notetaker. The Chair of the Appeals Sub-Committee:</p> <ul style="list-style-type: none"> • Introduces all parties • Explains the procedure to be followed • Clarifies position with regard to witnesses on both sides
	<p>Presentation by the Appellant</p>
STEP 2	The appellant or representative presents the grounds of the appeal
STEP 3	The presenting manager may ask questions of the appellant/representative on the grounds of the appeal.
STEP 4	The Appeals Sub-Committee may ask questions of the appellant/representative on the grounds of the appeal
STEP 5	<p>The HR Adviser may ask questions of the appellant/representative on the grounds of the appeal.</p> <p>The appellant's witnesses called one at a time. The Appeals Sub-Committee introduces all parties to each witness and explains procedure. Step 6 – Step 10 followed for each witness in turn. It is open to the Chair of the Appeals Sub-Committee to disallow irrelevant or repetitive questioning</p>
STEP 6	The appellant/representative presents witness evidence by asking questions of the witness
STEP 7	The presenting manager asks questions of the witness
STEP 8	The Appeals Sub-Committee asks questions of the witness
STEP 9	The HR Adviser may ask questions of the witness
STEP 10	Witnesses may be re-examined at the discretion of the Appeals Sub-Committee in the above order to clarify any further points raised during presentation of evidence
	<p>Presentation by Management</p>
STEP 11	The presenting manager presents management's case in response to the appeal
STEP 12	The appellant or representative may ask questions of the presenting manager.
STEP 13	The Appeals Sub-Committee may ask questions of the presenting manager.
STEP 14	The HR Adviser may ask questions of the presenting manager
	<p>The management witnesses called one at a time. The Chair of the Appeals Sub-Committee introduces all parties to each witness and explains procedure. Step 15 – Step 19 followed for each witness in turn. It is open to the Chair of the Appeals Sub-Committee to disallow irrelevant or repetitive questioning</p>
STEP 15	The presenting manager presents witness evidence by asking questions of the witness
STEP 16	The appellant/representative asks questions of the witness
STEP 17	The Appeals Sub-Committee asks questions of the witness
STEP 18	The HR adviser may ask questions of the witness
STEP 19	Witnesses may be re-examined at the discretion of the Appeals Sub-Committee in the above order to clarify any further points raised during presentation of evidence
STEP 20	SUMMING UP STAGE

	Presenting manager sums up first Employee or representative sums up next. No new evidence can be presented at this stage
STEP 21	All parties withdraw apart from the Appeals Sub-Committee, HR Adviser and notetaker. The Chair of the Appeals Sub-Committee will advise the parties whether they need to wait to be recalled for the decision.
STEP 22	DELIBERATION The Appeals Sub-Committee reaches a decision on the basis of the evidence presented. The HR adviser will provide advice as necessary. The Appeals Sub-Committee should make a note of the reasoning behind its decision and keep this carefully filed for future reference if need be.
STEP 23	DECISION The Appeals Sub-Committee may give the decision verbally at the end of the Hearing or in writing later. In any event the decision must be confirmed in writing, within 5 days of the Appeal Hearing.

3. GUIDELINES FOR HEADTEACHERS

Capability relating to performance

- Dealing with capability relating to performance – informal and formal action including flow chart (NB for teachers performance, informal action will be taken under the Teacher Appraisal Policy)
- Suspending an employee in exceptional circumstances of potential gross incompetence.

Capability relating to sickness or ill-health

- Return to work interview
- Process for dealing with short-term absence including flow chart
- Process for dealing with long-term sickness absence including flow chart

Preparing for a Capability Hearing

- Helpful Hints

Presenting a case at the Capability Hearing

- Some presentation 'tips'

The Role of the Hearing Officer at the Capability Hearing

- Conducting the Hearing
- Potential outcomes
- Notifying the employee of the outcome

The Role of the Appeals Sub-Committee

- Potential outcomes
- Effect of Reinstatement

Role of Schools Team Personnel

Sample Letters

- Appendix 3 – setting standards for improvement (attendance)
- Appendix 4 – outcome letter for final review period (attendance)
- Appendix 5 – long term absence (formal action)
- Appendix 6 – dismissal (ill-health)
- Appendix 7 – offer of alternative employment
- Appendix 8 – setting standards for improvement (work performance)
- Appendix 9 – formal action/final review period (work performance)

3.1 Capability relating to performance

The Headteacher should try as far as possible to resolve any issues informally through discussions with the employee as part of their day to day management responsibilities. For teachers this should be carried out under the school's separate Teacher Appraisal Policy as per the Education (School Teachers' Appraisal) (England) Regulations 2012 (the Appraisal Regulations). Where action under the Teacher Appraisal Policy has not resulted in the required improvement, formal action should be taken under Stage 2 of the Capability Procedure.

In many cases, dealing with performance and attendance issues early – the right actions at the right time – will often provide a more satisfactory result for both the Headteacher and employee and may well prevent the need for more formal action in the future.

The kind of matters that may be raised in informal discussions include:

- Informing the employee of where and how work performance is below standard.
- Giving the employee an opportunity to explain and to explore the issues jointly.
- Identifying, with the help of the employee, possible reasons for their poor performance.
- Agreeing a clear plan of action for improvement together with any appropriate training or support to be given and a period for review.

The employee should be told what standards are expected; how this will be reviewed and over what time period. The employee should also be made aware that if he/she fails to improve consideration will be given to taking further action. It is good practice to make a note of any such meeting for future reference and to provide a copy of the note to the employee. If the employee wishes to respond to the note then this should be attached to the note for completeness

If the employee subsequently achieves the required improvements then he/she should be informed accordingly and of the need to maintain that improvement. A copy should be placed on his/her personal file. If the employee wishes to respond to the letter then this should also be placed on the employee's personal file.

The Headteacher should continue to monitor performance in accordance with the action plan. Where the improvements in performance are not achieved or maintained for a period of at least six months then the Headteacher may either impose a further review period with a further informal oral warning of what the consequences will be if he/she fails to improve or take formal action.

Schools' Team Personnel will provide advice and support if necessary

Any informal action may be taken into account in any formal action subsequently taken under either the capability or the disciplinary procedures.

In cases of gross incompetence formal action should be taken as soon as possible. In exceptional cases of potential gross incompetence it may not be suitable for the employee to continue at work whilst formal action is being taken. Schools' Team Personnel should be consulted before action is taken.

In these circumstances the Headteacher may consider temporarily transferring the employee to another work area, allowing him/her to work from home or, if this is not appropriate, suspending the employee from duty. Consideration should be given to the potential detrimental effect of suspension on both the employee and the school. Employees should not be suspended without good justifiable reason

Suspending an employee in exceptional circumstances of potential gross incompetence

The suspension will normally be carried out by the Headteacher. The employee should be told of the reason for the suspension. Where this is not possible (for example it may prejudice an investigation) then he/she should be given broad reasons.

Where an employee holds more than one position at the school or Council it may be necessary to suspend the employee from all posts held. Schools Team Personnel will be able to verify whether an employee holds more than one contract of employment with the Council and will advise schools accordingly.

All reasonable steps should be taken to notify the employee's trade union representative at the time of the suspension. Where possible the individual may be accompanied by a trade union representative or another employee to the suspension meeting.

The suspension should be confirmed in writing within 2 working days and should be reviewed every ten days. If the suspension continues beyond two months then the case should be reviewed by the Children and Young People Directorate HR Manager and the trade union representative, in conjunction with the relevant Head of Service/Headteacher as necessary. The employee should be kept informed of the progress of the case.

Suspension should normally be on full pay, that is the pay he/she would have received if working normally. During the period of suspension the employee must not enter their place of work without prior permission from the Headteacher, other than to see their trade union representative.

Schools' Team Personnel should be consulted before taking any action to suspend an employee. The section will also be responsible for ensuring that the suspension is monitored and reviewed and that formal action is taken quickly.

Flow chart - Capability procedure relating to performance Day to day management action

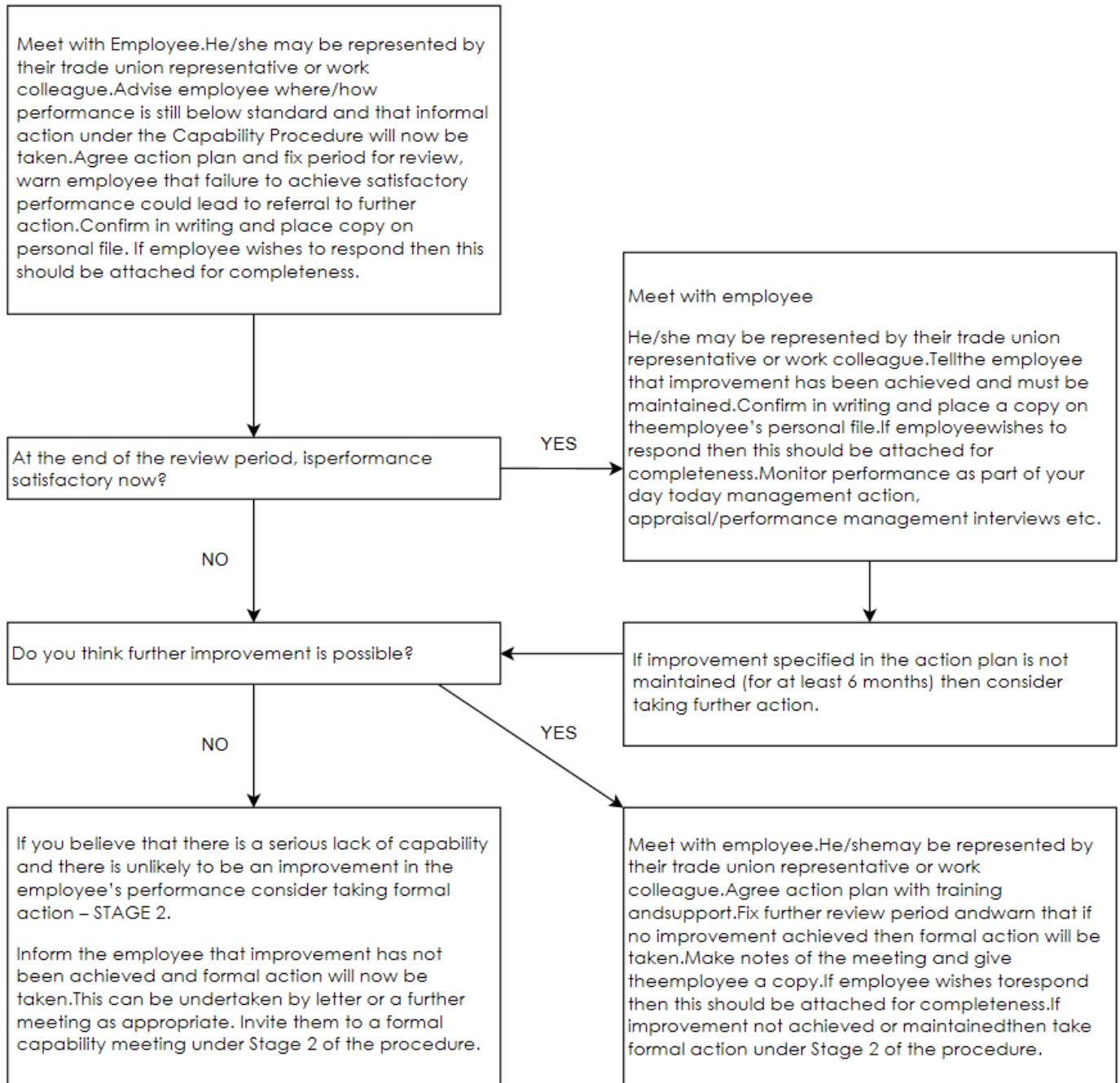
Before taking action under the Capability Procedure the Headteacher should raise any concerns regarding work performance with the employee as part of day to day management action. There is no right to representation at management meetings, but if all parties agree the trade union representative or work colleague may attend as an observer. For teachers this should be carried out under the school's separate Teacher Appraisal Policy as per the Education (School Teachers' Appraisal) (England) Regulations 2012 (the Appraisal Regulations). Where action under the Teacher Appraisal Policy has not resulted in the required improvement, formal action should be taken under Stage 2 of the Capability Procedure.

If the required standard is not achieved or maintained then action under Stage 1 of the Capability Procedure should be taken as outlined below.

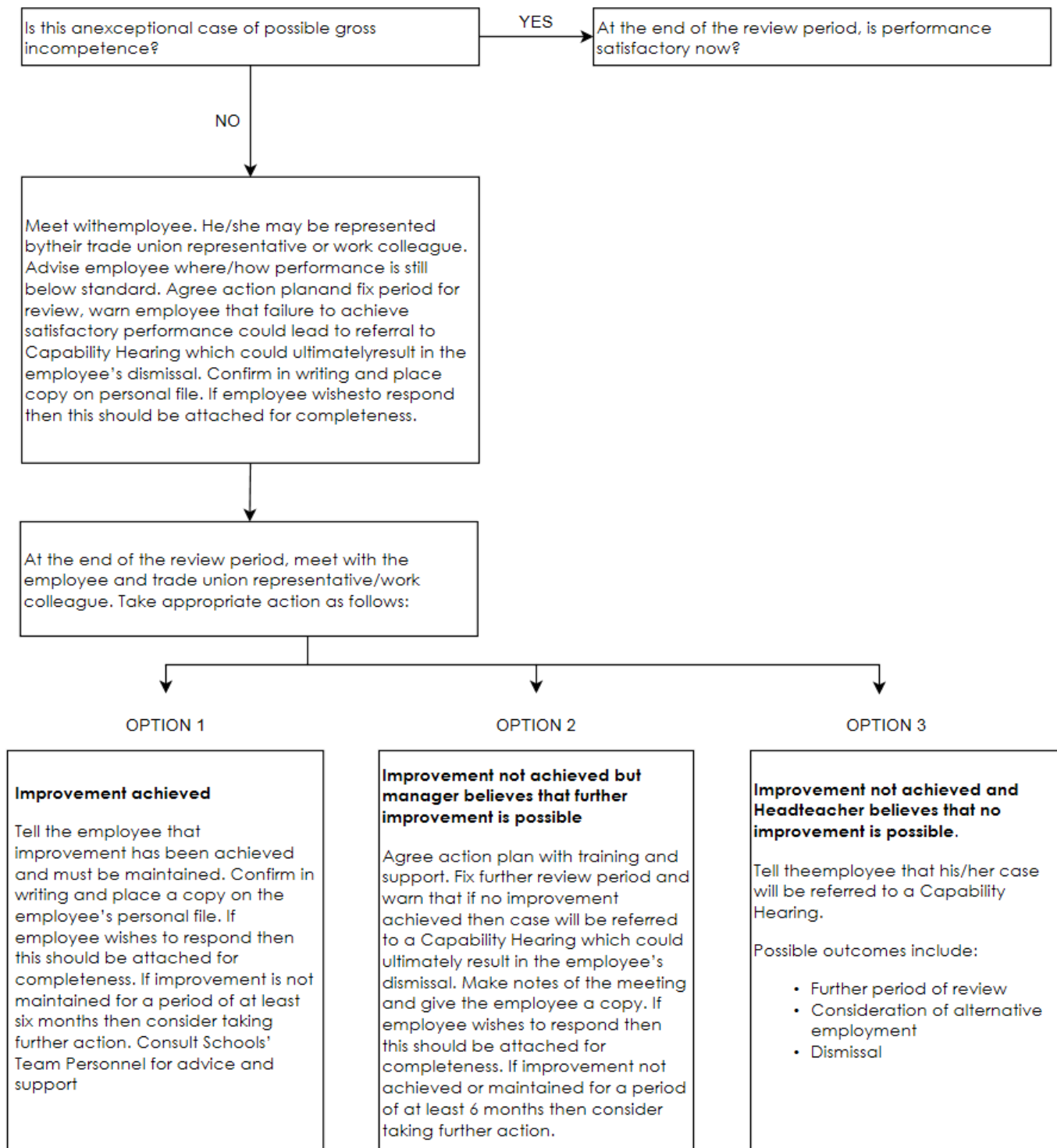
In exceptional cases of potential gross incompetence, the Headteacher should consider taking formal action under Stage 2 of the Capability Procedure immediately. If poor performance is wilful and related to the employee's conduct then use the disciplinary procedure

It is recommended that you consult your HR adviser, Schools' Team Personnel for advice and support.

STAGE 1 – INFORMAL ACTION UNDER THE CAPABILITY PROCEDURE – PERFORMANCE



STAGE 2 - FORMAL ACTION - PERFORMANCE



3.2 Capability relating to sickness or ill-health

Process for dealing with sickness absence.

Return to work interview

The Headteacher is required to conduct a back to work interview and complete a return to work interview form following each absence from duty. The completed form should be filed on the personal file.

As far as possible the meeting should be carried out on the day the employee returns to work. If the interview cannot take place on the day of return then an assessment should be undertaken to ensure that the employee is fit and safe to return to work.

The purpose of the back to work interview is to welcome the employee back to duty; to enquire after his/her health; to provide an update on any work matters; to discuss with the employee the reasons for the absence and any underlying reasons or emerging patterns and to identify with the employee whether any support is required.

The employee's previous and current absence needs to be considered as a whole to assist in identifying what future action might be appropriate. The Headteacher may also wish to look at a range of options to support the employee's return to work e.g., counselling; manual handling (or other relevant training) etc. The manager should also ensure that, if appropriate, self certificates or medical certificates are provided to cover the period of absence.

The return to work interview should be conducted in as private an environment as possible and not in an open office or public corridor. The meeting should be informal but should not be a cosy chat. Usually the interview need only be very brief, but it serves both to show concern for the employee and to act as a deterrent to unnecessary absence. Whilst concerns about absence can be raised, the meeting should not be used to initiate the formal process or to set standards for improvement. A separate meeting should be arranged for this purpose.

Process for dealing with short-term sickness absence

Trigger Point	Action to be Taken
<p>Frequent short-term absence which occurs in any three-month period including, unacceptable patterns of absence, for example regular Friday or Monday absence, or any other short-term absence levels causing concern</p>	<p>Headteacher meets with employee as part of day to day management action, identifying actions jointly with the employee for achieving improvement</p> <p>Where short-term absence does not improve to meet the required standard, the Headteacher should consider taking further action including:</p> <ul style="list-style-type: none"> • referring the employee to occupational health for medical advice • considering whether any further support or reasonable adjustments need to be made • taking informal action under the Capability Procedure • initiating disciplinary action in instances where there are justifiable concerns around the nature of the absence <p>Where improvement in attendance is not achieved or maintained then formal action under the Capability Procedure should be considered.</p> <p>Schools' Team Personnel will be able to provide advice as appropriate.</p> <p>The Headteacher should monitor overall sickness absence levels within the school and assess effectiveness of action plans (those already undertaken and planned) for addressing short-term sickness absence.</p>

FLOW CHART – CAPABILITY RELATING TO FREQUENT SHORT TERM SICKNESS

Day to day management action

Headteachers are expected to monitor sickness absence as part of their day to day management action and to conduct back to work interviews with their staff following each absence from duty.

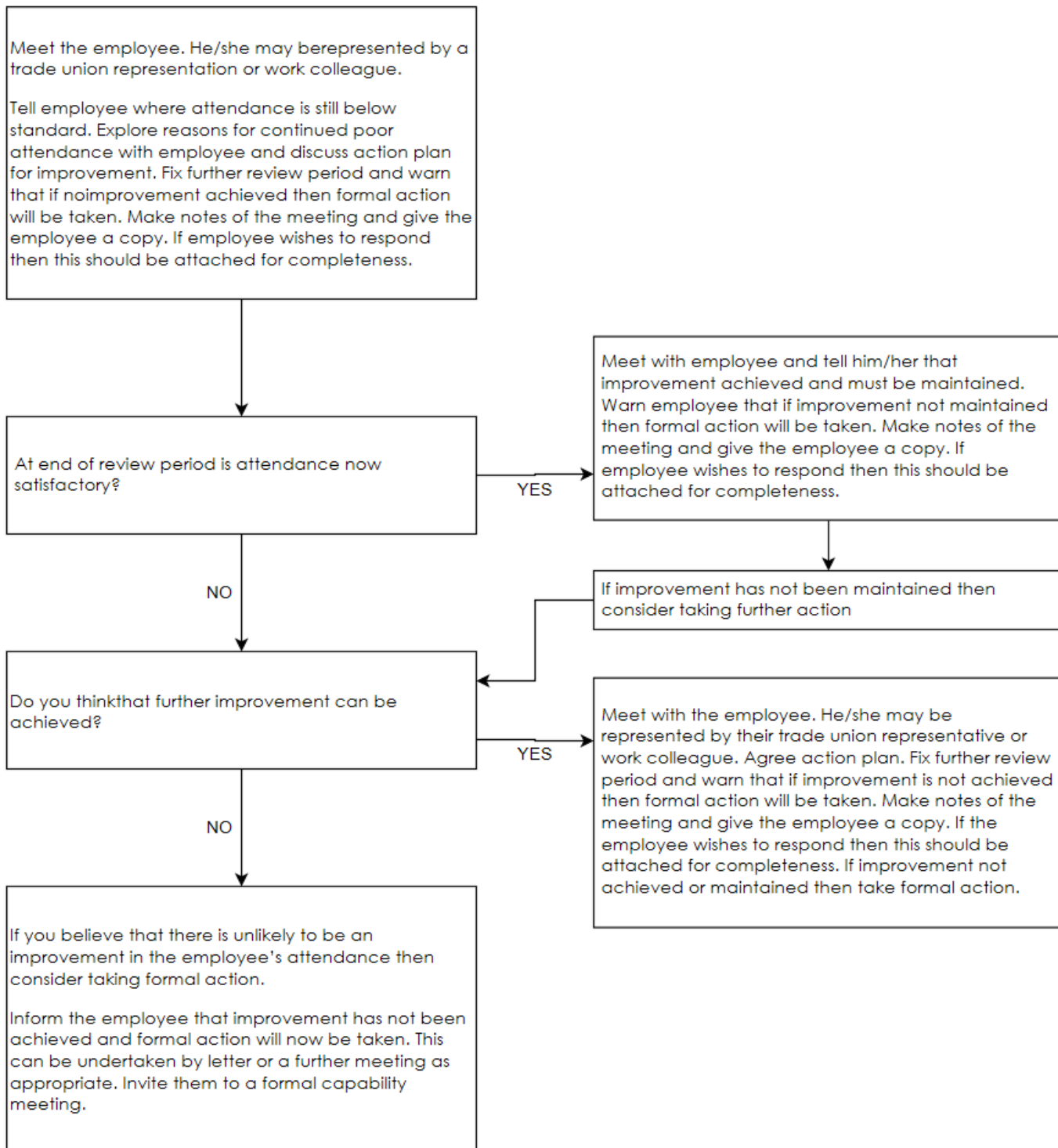
Where the Headteacher has any concerns about the employee's attendance e.g. frequently absent over a 3 month period, unacceptable patterns of absence e.g. regular Mondays or Fridays then he/she should meet with the employee as part of the day to day management action. The Headteacher should try to identify any underlying causes for the absence and identify actions jointly with the employee for achieving improvement. A review period should be fixed during which time the Headteacher should continue to monitor the employee's absence. A note should be made of the agreed actions and a copy given to the employee for information. If the employee wishes to comment then this should be attached to the note for completeness.

If at the end of the review period the required standard has been achieved then the Headteacher should meet with the employee again and tell him/her that improvement has been achieved and must be maintained. This should be confirmed in writing and a copy placed on the personal file. The Headteacher should continue to monitor absence in the normal way. If the improvement is not achieved or maintained then consider taking further action including:.

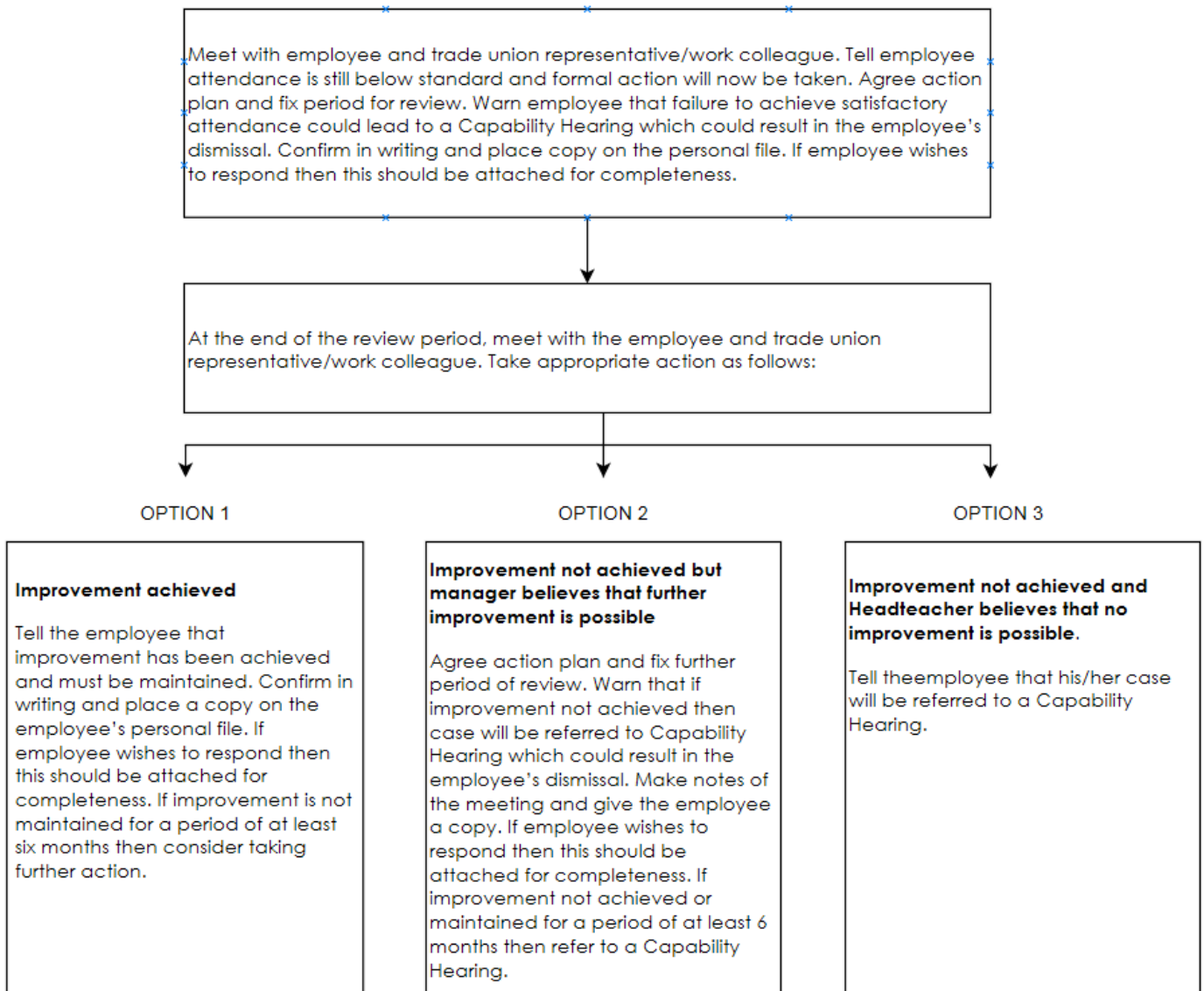
- Referral to Occupational Health
- Considering whether further support or adjustments need to be made
- Initiating disciplinary action in circumstances where there are justifiable concerns around the nature of absence.
- Taking informal action under the Capability Procedure.

Schools' Team Personnel will be able to provide advice and support as necessary.

INFORMAL ACTION UNDER THE CAPABILITY PROCEDURE – FREQUENT SHORT TERM SICKNESS



TAKE FORMAL ACTION



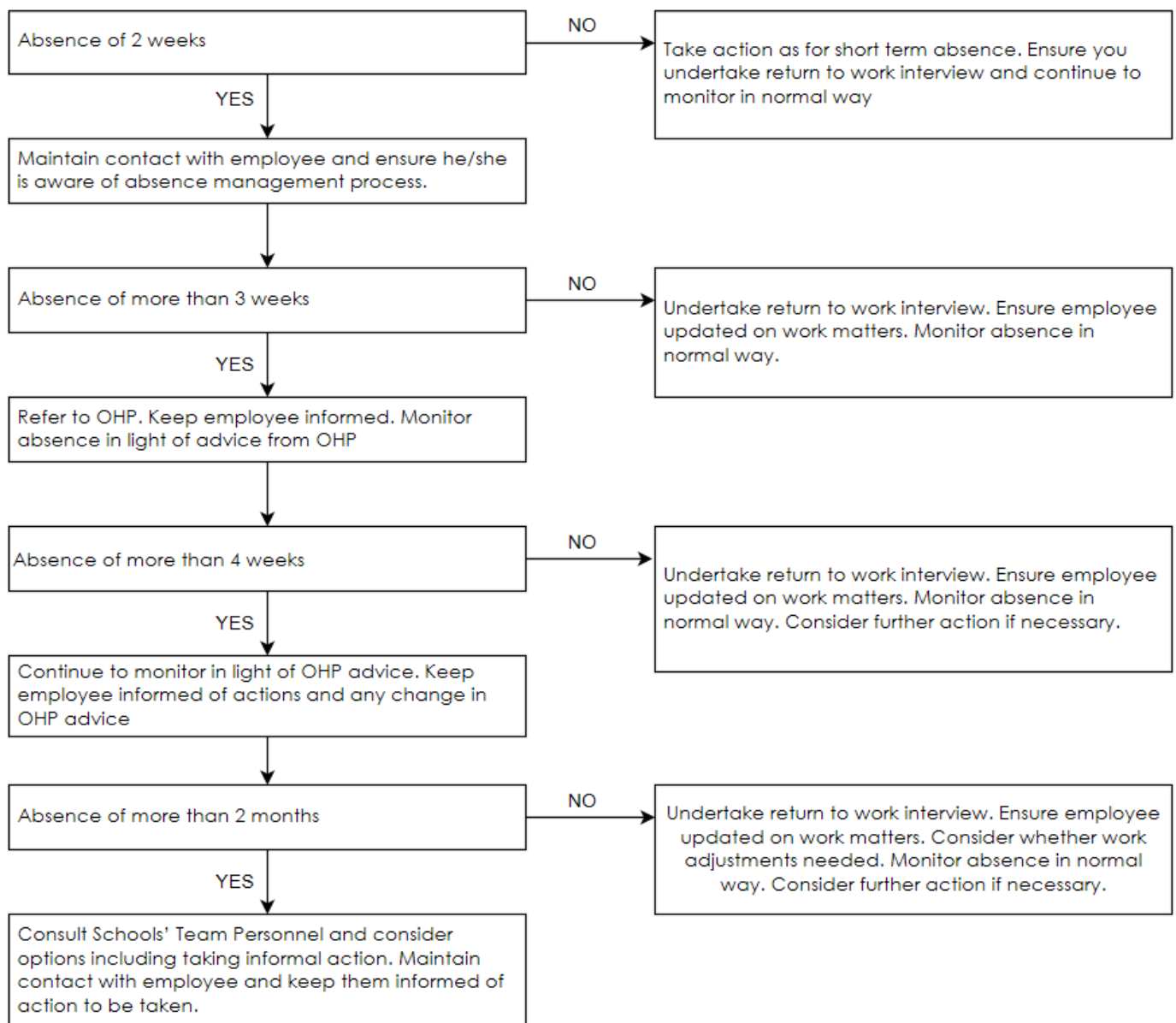
Process for dealing with long term sickness absence

The Headteacher should maintain contact with the employee throughout the absence period, in order to monitor the employee's progress and to establish a likely return to work date. The employee should also be kept informed of any important work issues such as re-organisations etc. Contact should be maintained in a sensitive and sympathetic manner as appropriate. Schools' Team Personnel will be able to provide advice and support as necessary.

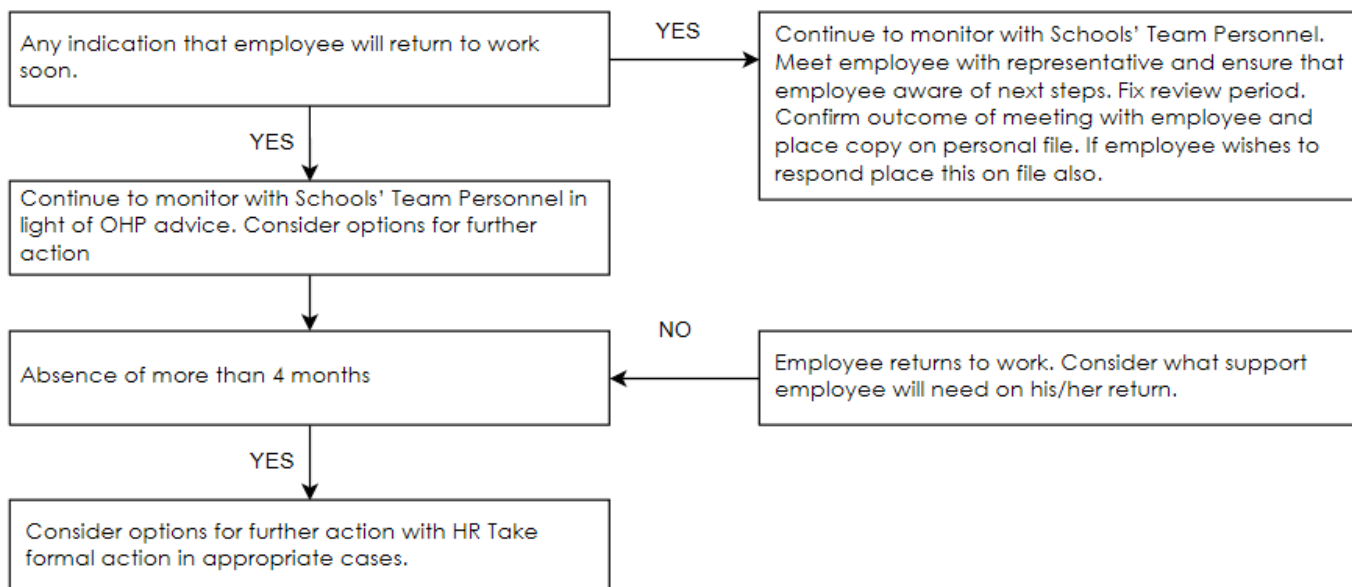
The process for dealing with long-term absence is as follows:

TRIGGER POINT	ACTION TO BE TAKEN
Absence lasting 2 weeks	The Headteacher should maintain contact with the employee, ensure that he/she is aware of the absence management process and advise him/her that a referral will be made to the Occupational Health Service (OHS) if the absence continues into 3 weeks.
Absence continuing 3 – 4 weeks	<p>The Headteacher should refer the employee to OHS if not already done so at this point, providing as much background information as possible including any management action taken/considered.</p> <p>Schools Team Personnel will be able to provide advice and support if necessary. The Headteacher should advise the team of the referral.</p>
Absence lasting 2 months	The Headteacher should continue to monitor the employee's absence taking into account the OHS's recommendations. This may necessitate further discussions with the OHS to seek clarification of advice or explore possible options for addressing the sickness absence in order to facilitate the employee's return to work. As the reasons for sickness absence vary considerably medical advice will depend on the individual's circumstances. Should there be a change in the OHS's advice then the employee/trade union representative will be advised accordingly.
Absence continuing beyond 2 months	<p>The Headteacher should by this time have received written or verbal advice from the Occupational Health Service, which should outline:</p> <ul style="list-style-type: none"> • nature of illness • likelihood/ timescales of return to work • likelihood of returning to work full-time or part- time • whether any reasonable adjustments/alternative employment could be considered to facilitate return to work (DDA) • medical reassessment (after a specified review period) before further action is considered <p>The Headteacher (in conjunction with Schools' Team Personnel) should initiate the informal stage of the capability procedure as appropriate.</p> <p>The Headteacher is advised to maintain a record of progress and action taken on all sickness absence cases continuing beyond 2 months and should seek advice as necessary from Schools' Team Personnel.</p>
Absence continuing beyond 4 months	The Headteacher (in conjunction with Schools' Team Personnel) will continue to monitor the case and where appropriate take formal action.

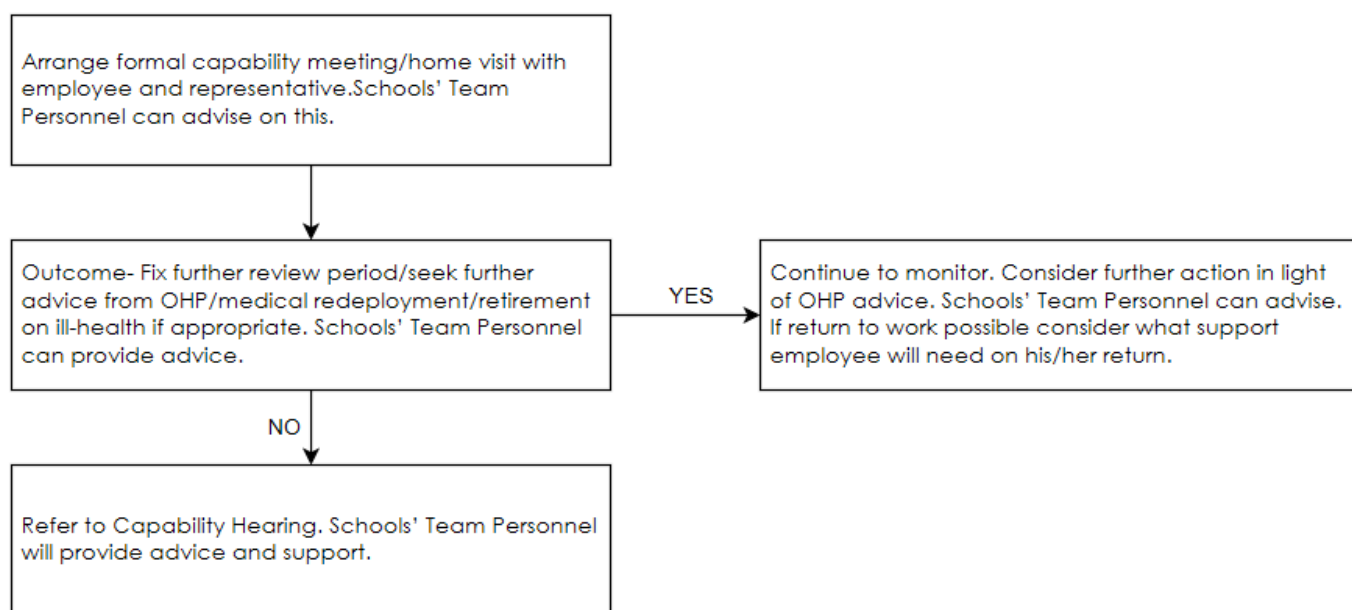
**FLOW CHART – CAPABILITY RELATING TO LONG TERM SICKNESS
DAY TO DAY MANAGEMENT ACTION**



INFORMAL ACTION



FORMAL ACTION – LONG TERM SICKNESS



3.3 Preparing for a Capability Hearing

Prepare for the hearing carefully and ensure that all the facts are available including; areas where the employee has failed to meet the required standards; notes of informal meetings, action plans, review meetings, action taken to assist the employee, if relevant any up to date medical evidence together with the consequences for the school of the employee's poor performance and/or absence.

Write the statement you would make if presenting the case. Include cross-reference numbers taking you to the relevant bit of evidence, which supports what you are saying.

Think carefully what questions you need to ask your witnesses so that through their evidence you can highlight the key issues/priorities. Run through the questions with your witnesses beforehand so that you are both prepared!

If this is a complex case or you have not presented a case before, consider asking your HR adviser to run through the case with you. They should ask you questions as if they were defending the employee – can you answer them all? Could your witnesses? Is your case as strong as you think?

Consider what your defence would be if you were representing the employee. Are you able to respond to the defence case?

You should receive any evidence that the employee will be relying on at the Hearing as early as possible but no later than 2 days before the Hearing date. You will need to consider this carefully and be in a position to respond to any of the issues raised by the employee at the Hearing

Prepare questions you would like to ask of the employee and their witnesses. You may not need to ask them in the Hearing, but be prepared and add to the list as necessary.

A Hearing is a stressful situation and employees or their representatives may act in a very defensive or confrontational way. Prepare yourself or your witnesses for this.

3.4 Presenting a case at the Capability Hearing

Have your case presentation in front of you. Highlight the documents you want to take the Hearing Officer to (either in highlighter pen, or by using a right hand margin).

Have your witness questions on a separate sheet with any documents you want to take them to highlighted as above. Add to the list as necessary if anything occurs to you while they are giving evidence. Don't ask leading questions.

Remain as calm and reasonable as possible. Try not to respond or let yourself get drawn into reacting. Focus on your case and the facts. Be prepared to adjust your presentation as necessary during the hearing.

In your summary identify the key points. If the case may result in dismissal, make sure your presentation has highlighted why the person's poor performance/absence should result in dismissal. e.g. attempts to seek improvement; impact on service; financial implications etc. You need to make it really clear in your summary why this is so unacceptable.

Some presentation "tips"

- Know the facts
- Be prepared
- Avoid confrontation
- Summarise
- Be concise
- Only answer the question that is asked
- Request an adjournment if necessary
- Speak clearly and use notes if necessary

3.5 The Role of the Hearing Officer at the Capability Hearing

The Hearing Officer will conduct the capability hearing supported by a HR adviser. A notetaker should also attend on behalf of the Hearing Officer in order to provide them with notes of the hearing.

The role of the Chair in a capability hearing includes:

- Defining the purpose of the meeting
- Ensuring the efficient conduct of the meeting
- Controlling the discussion / presentation
- Responding to problems – either with individuals or technical issues (with HR advice and support)
- Ensuring the proper outcome of the hearing
- Ensuring appropriate follow up action is taken – e.g. notification of the outcome
- Ensuring a fair hearing for all parties to the case

It is crucial that the Chair:

- is familiar with the formal rules and procedures concerning the management of performance and absence.
- makes sure that all the procedures are correctly applied

Conducting the Hearing

The Hearing is a two-way process and it is important that all parties at the Hearing listen carefully to what is being said or presented.

At the start of the Hearing introduce those present and explain the procedure that will be followed at the Hearing. Both parties should be asked if they intend to call witnesses, although failure to name witnesses at this stage does not mean that they cannot be called later within the Hearing.

The HR Adviser will be able to clarify any procedural issues raised during the hearing.

Adjournments may be called during the Hearing if this proves necessary. In this case all parties should be asked to leave the room.

The Hearing Officer has the right to recall witnesses during the deliberation if further clarification is required. If this does happen both sides should be recalled to the Hearing. In addition the Hearing Officer may require that other witnesses / evidence should be called / produced in order to ensure that all necessary facts can be considered before making a decision on the case. The Hearing Officer may decide to adjourn the hearing to allow for this if necessary.

Before arriving at a decision, consider the following key issues:

- The action taken to improve the employee's performance/attendance
- The impact and consequences of the poor performance/attendance
- If absence related, up to date medical evidence and (if relevant) any reasonable adjustments
- The employee's length of service
- The results of the review period(s)
- Whether any poor performance is related in any way to a disability and if so has this been taken into account by management
- Any mitigating circumstances
- The impact of allowing a further review period is likely to have on the employee's performance or attendance/return to work.

Potential outcomes of the Hearing

The possible outcomes of the Hearing are set out in detail in Para 9 of the Procedure; these include setting a further and final period of review, consideration of alternative employment, and dismissal.

Notifying employees of the outcome

The Hearing Officer may inform the employee of the decision verbally following the Hearing, but in all cases the decision will be confirmed in writing within 5 working days. The letter should outline the reason or reasons why the decision was taken and the rights of appeal. The HR Adviser will provide advice on the outcome letter. The letter must be delivered by recorded delivery and via the normal post or by hand as appropriate with a copy also sent to the presenting manager, the trade union representative and the HR adviser. A copy should also be placed on the employee's personal file.

3.6 The Role of the Appeals Sub-Committee

A Sub-Committee of the Governing Body will hear all appeals under the procedure. An HR adviser will also attend the Appeal Hearing.

The role of the Appeals Sub-Committee includes:

- Defining the purpose of the appeal hearing
- Ensuring the efficient conduct of the appeal hearing
- Controlling the discussion / presentation
- Responding to problems – either with individuals or technical issues (with HR advice and support)
- Ensuring the proper outcome of the appeal hearing
- Ensuring appropriate follow up action is taken – e.g. notification of the outcome
- Ensuring a fair hearing for all parties to the case

The Appeals Sub-Committee will not normally rehear the case but only consider the grounds of appeal and whether the decision taken by the original Hearing Officer was reasonable in all the circumstances of the case.

Potential outcomes

The potential outcomes of the Appeal Hearing include confirming, amending or rejecting the decision reached by the original Hearing Officer. If the decision is to reinstate the employee the effect of that reinstatement is set out in Para 14.

The HR adviser will be able to advise on the content of the outcome letter.

The decision of the Appeals Sub-Committee is final.

3.7 Role of Schools Team Personnel

Schools' Team Personnel will ensure that the capability policy and procedures are implemented fairly and consistently within schools, through monitoring, and providing advice and support to Headteachers including:

- Attendance at formal meetings with employees
- Taking a decision to suspend an employee
- Taking formal action, including advice on complex cases, referrals to the Occupational Health Adviser, capability hearing case documentation and arranging hearings
- Advising at capability hearings and/or capability appeals hearings
- Advising on outcome letters
- Advice on interpretation of the policy and procedures
- Collating and analysing information of capability action taken within schools
- Monitoring absence in conjunction with Headteachers in accordance with the Council's absence management procedure and capability procedure.

The role of the HR adviser at Capability/Appeal Hearings is primarily to advise on procedural matters. The HR adviser may also ask questions in order to seek clarification of points for the Hearing Officer/Appeals Sub-Committee.

PERSONAL & PRIVATE

Address

Dear Employee

I refer to our discussion on (xxx) concerning the level of your sickness absence.

At this meeting I explained that your absence record showed that over the past 3 months (from xxx to xxx) you have had 4 periods of absence totalling 15 days.

We discussed the reasons for your absence and agreed that an assessment of your workstation should be undertaken to see whether any adjustments to your computer equipment/office furniture can be made to ease your arthritis. The assessment should take place within the next two weeks and I will let you know as soon the arrangements have been confirmed.

We also agreed that your case should be referred to the Occupational Health Physician for further advice.

I explained that your current level of absence is unsatisfactory and is having an adverse effect on your work as xxxxx .

Finally we agreed that I would monitor your attendance over the next xx months during which time I expect to see a significant improvement in your attendance.

I will meet with you again when the outcome of the workplace assessment is known and when I have received advice from the Occupational Health Physician. We will then meet every xxx weeks thereafter to review your attendance.

If you have any queries or require any further information at this stage then please let me know.

Yours sincerely,

Headteacher

(cc HR Adviser)

PERSONAL & PRIVATE

Address

Dear Employee
Capability Hearing - (Date)

I am writing to advise you of the outcome of the above hearing which was held to consider your long term ability to discharge the terms of your contract of employment with the School/Council, taking into consideration your level of absence totalling X days, since (date).

I considered all of the information provided by (Manager) and yourself/trade union, including your statement that you believe that you should not need any further periods of absence in relation to your existing medical problems and that your attendance has been satisfactory for the past X weeks.

On this basis, I have decided that you should not be dismissed at this stage, but that there should be a final period of review. It was stated at the hearing by (Manager) that over the past X years, your absence level has averaged around X days a year. It is my view, therefore, that the length of the review period should be such as to allow for proper consideration of your ability to maintain a satisfactory level of attendance.

For this reason, your attendance will be closely monitored over the next 12 months, during which time you will be required to remain within the department's expected level of attendance.

If during this period your attendance should become unsatisfactory, a further hearing will be set up and a potential outcome of this hearing could be your dismissal from the Council's service.

You have the right of appeal against my decision. If you wish to exercise this right, you must write to me within 10 working days of receipt of this letter, setting out clearly and fully the grounds for the appeal. In order for your appeal to be considered the grounds for appeal must be related to one or more of the following;

- A procedural flaw
- The action proposed
- Any other perceived unfairness of the decision

A copy of this letter has been sent to (name) your trade union representative.

Yours sincerely

Hearing Officer/Chair of Governors Sub-Committee

c.c (Manager), (Trade Union), (HR adviser)

(To be adapted in light of individual's circumstances and medical advice etc)

Dear

I refer to our meeting on xxx at which xxxxx your trade union representative and xxxx HR adviser were present.

As explained the purpose of the meeting was to discuss your continued absence and the advice received from the Council's Occupational Health Physician that you should be considered for medical redeployment.

In order to progress this will you please complete the attached Redeployment Profile and return it to me as soon as possible. If you need help with this please contact xxxxxxxx on xxxxxx. When we have received your completed form we will then be able to consider possible redeployment opportunities for you.

As agreed arrangements will be made for us to meet again in xxx weeks time to review the position if redeployment has not been possible.

OR

As explained the purpose of the meeting was to discuss your continued absence and the advice received from the Council's Occupational Health Physician.

As you are aware the OHP has advised that your health is unlikely improve within the foreseeable future and retirement on ill-health grounds would not be appropriate in your case. In these circumstances I regret that I have no alternative but to refer your case to a formal Capability Hearing to consider your future employment with the Council.

I will write to you again in due course concerning the arrangements for this hearing. In the meantime if you have any queries or require further assistance please let me know.

Yours sincerely,

Headteacher

(cc HR Adviser, trade union representative)

PERSONAL & PRIVATE

Address

Dear (Employee)

CAPABILITY HEARING: (date)

I am writing to inform you of the outcome of the hearing held on (date), the purpose of which was to consider your long term ability to discharge the terms of your contract of employment with the School/Council, taking into account your continued absence from work since (date).

Having considered the representations made to me by (Manager) and your self/trade union, including all of the medical evidence presented, I have concluded that you are incapable of fulfilling the terms of your employment with the School/Council.

It is my decision, therefore, that you should be dismissed from the School/ Council's service on the grounds of capability.

You are entitled to X week's notice and your last day of service will be (date) or this notice will be paid in lieu.

You are entitled to xx days statutory leave and this will be paid in your final salary.

You have the right of appeal against this decision. If you wish to exercise this right, you must write to (name)Chair of Governors/Chair of Appeals Sub-Committee, within 10 working days of receipt of this letter, setting out clearly and fully the grounds for the appeal. In order for your appeal to be considered the grounds for appeal must be related to one or more of the following;

- A procedural flaw
- The action proposed
- Any other perceived unfairness of the decision

You should also ensure that all school property in your possession is returned to (Manager) with whom you can make arrangements to collect any personal possessions you may have at your office.

Yours sincerely

Hearing Officer

(cc (Manager), (Trade Union), (HR Adviser)

(This option will need to be considered with due regard to the fact that schools have the responsibility to appoint staff under LMS)

PRIVATE & CONFIDENTIAL

Address

Dear Employee

Capability Hearing (Date)

I am writing to advise you of my decision following the above hearing which had been convened to consider whether you are capable of carrying out the duties of a (post and service area).

I have given lengthy consideration to the presentations of both parties and listened closely to the evidence given by all of the witnesses.

After weighing all of this evidence, I believe that management demonstrated that you are incapable of fulfilling the role of (post) and, therefore, I have decided that you should be dismissed from this position.

However I have decided as an alternative to dismissal you will be offered ...position at ...salary. You have until ... to consider this offer. If you choose not to accept this offer then the dismissal will stand.

You are entitled to (x) weeks notice and therefore you will continue to be paid the salary of (post) until (date).

You have the right of appeal against my decision to dismiss you from the post of (designation). If you wish to exercise this right, you must write to (name) Chair of Governors/Chair of Appeals Sub-Committee, within 10 working days of receipt of this letter, setting out clearly and fully the grounds for the appeal. In order for your appeal to be considered the grounds for appeal must be related to one or more of the following;

- A procedural flaw
- The action proposed
- Any other perceived unfairness of the decision

Yours sincerely

Hearing Officer/Chair of Governors Sub-Committee

(cc (Manager) (Trade Union) (HR Adviser)

PERSONAL & PRIVATE

Address

Dear (Employee)

I am writing further to our meeting held on xxxxxxxx under the school's informal capability procedures at which xxxxx your trade union representative and xxxxx HR adviser were also present.

The purpose of the meeting was to discuss concerns that I have about your performance and standard of work and duties as a xxxxxxx in the school. As a result of our discussion I have produced a list of targets and we also agreed an action plan to help you achieve those targets during an 8 week review period (excluding half term week) up to xxxx. The list of targets and the action plan is attached for your information.

We agreed a number of interim review meetings (on xxxxx) so that you and I could meet to discuss your progress in a supportive way. We will review the overall progress as agreed on xxxxx at xxx in my office. xxxxx, your trade union representative will also attend that meeting and xxxxx from Schools' Team Personnel will also be in attendance.

As I said at the meeting the aim of this review period is to provide you with support and guidance and to help you improve your level of performance to the required standard. In the meantime if you have any queries please do not hesitate to speak to me.

Yours sincerely

Headteacher/Nominated Officer

c.c. (Trade Union)

(HR adviser)

PERSONAL & PRIVATE

Address

Dear (Employee)

I am writing further to our meeting held on xxxx at xxxx which you attended with xxxxx (union/work colleague); xxxxx (line manager) and xxxx Schools' Team Personnel were also in attendance.

The purpose of the meeting was to discuss your work performance under the formal stages of the school's Capability Procedure, a copy of which was sent to you prior to the meeting. As you know, targets were originally set for you on xxxx and, following a period of review, a significant number of those targets have still not been achieved.

I explained to you at the meeting that I am very concerned that you have not met the targets previously set. However, I decided that a final period of review would be arranged and a further set of targets were set for you at the meeting, a copy of which is attached to this letter. xxxx (line manager) will be monitoring your progress during the review period and xxxx (line manager) will meet with you on a weekly basis in order to support you in achieving these targets. It was accepted that these targets could be achieved within a 6 week timescale subject to any significant interruptions to the schedule which you would need to raise with xxxx (line manager) at your weekly meetings. In addition you may also be provided with any training and development opportunities which the school considers appropriate in order to support you in your role.

I hope that this letter and attachment clearly sets out the targets expected of you for the 6 week period from xxxx to xxxx. As discussed, the next formal review meeting will be held on xxxxx.

I must advise you that, should your performance not reach a satisfactory level within the 6 week period of review, a decision will be taken to progress within the formal capability procedures which ultimately could result in your case being considered by a panel of Governors for the termination of your employment contract on the grounds of performance capability.

If you are unclear about any aspect of this letter, I would be grateful if you could contact either your union representative or xxxx in Personnel on xxxx. A copy of this letter has been sent to xxxx (union representative) for his/her information.

Yours sincerely,

Headteacher

c.c. (Trade Union Representative), (HR adviser)