



THE CAPABILITY POLICY

1. PURPOSE

Capability at Esmée Fairbairn Foundation relates to matters of work performance. The purpose of the capability procedure is to provide a transparent process so that if problems arise with a staff member's work performance, the manager can take a fair and reasonable course of informal and/or formal action to resolve issues and aid improvement.

The procedure is based upon principles of natural justice, fairness, equality, and reasonableness, as underpinned by legislation. The procedure shall be applied with these principles in mind.

2. SCOPE

This procedure applies to all staff members at Esmée.

3. HOW THE FOUNDATION SUPPORTS THE PROCEDURE

3.1 It is both an employee's and a line manager's responsibility to ensure good performance. General discussions should take place regarding performance during regular one-to-one meetings between the employee and their line manager. Performance should also be discussed as part of the employee's appraisal meetings. Any underperformance must be dealt with at the earliest opportunity.

3.2 If a line manager continues to be concerned about an employee's performance, they will arrange a meeting with the individual concerned to discuss the issues in question. At this stage, all contributory factors, including ill health issues, should be considered. If, after taking into consideration any mitigating factors which the employee raises, the line manager feels that further action is necessary under this policy, the following procedure will be initiated.

4. KEY PRINCIPLES

4.1 Where possible the Chief Operating Officer will resolve minor issues with a staff member informally and swiftly; the maintenance of standards and performance do not necessarily require formal procedures.

4.2 The procedure provides a range of options to aid improvement.

4.3 Before any formal action is taken, the Chief Operating Officer must consult and involve the Chief Executive.

ESMÉE FAIRBAIRN FOUNDATION CAPABILITY PROCEDURE

Purpose

If the nature of your job changes, or you are unable to meet the requirements of your role, we will make every effort to ensure that you understand the level of performance expected of you and that you receive adequate training, supervision and support. If we have concerns regarding your capability these concerns will be discussed in an informal manner and you will be given time to improve.

Approach

We will normally follow a procedure but we are not obliged to do so (particularly if you are in your probationary period). The Foundation reserves the right to follow a shortened procedure for employees with less than two years' service. Any procedure is designed to help promote fairness and consistency in the treatment of individuals and our objective is always to support and encourage improvement.

Principles

- Every issue will be addressed in a fair, constructive and consistent manner.
- Every effort will be made to support the employee through training, supervision and whatever else is required.
- Time will be given for improvement.

Procedure

- Informal discussion.
- Agreed actions and time to review.
- Further discussion and review.

We will consider the possibility of a transfer to more suitable work if possible. We will, throughout the procedure, consider all options for training and support.

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