

CHERWELL DISTRICT COUNCIL

**PERSONNEL AND GENERAL COMMITTEE
10 DECEMBER 2008**

REPORT OF THE HEAD OF HUMAN RESOURCES

CAPABILITY POLICY

1 Introduction and Purpose of Report

1.1 The purpose of this report is to seek approval for the attached capability procedure.

2 Wards Affected

None

3 Effect on Policy

3.1 None

4 Contact Officers

4.1 Anne-Marie Scott, Head of Human Resources (extension 1731).

5 Background

5.1 The aim of the capability procedure is address situations where employees are not meeting the required standards of performance in their job due to a lack of, for example, knowledge, skills or appropriate experience.

5.2 The Council does not currently have a capability procedure in place. Failure to deal with situations where a member of staff is not performing adequately can have an adverse effect on:-

- Departmental performance
- Workload and morale of colleagues
- Customer service levels and the reputation of the Council

It is essential therefore that there is a robust mechanism in place.

5.3 Line managers have a clear responsibility to recruit, induct, train and monitor the performance of staff. The capability procedure complements the existing human resources policies and procedures that are in place to support them in carrying out this responsibility by giving a further tool to enable them to manage staff effectively.

5.4 The procedure sets out the formal process for managing poor performance ending ultimately in the dismissal of the employee if, following appropriate measures to support and assist them, the required improvement in performance is not achieved.

5.5 The objective will be to achieve satisfactory service delivery while, where reasonably practical, retaining the employee in the Council's employment. Alternatives such as redeployment to a job in a different work area or demotion will be considered, where appropriate, as alternatives to dismissal.

5.6 The procedure is not designed to deal with matters of misconduct, which will be addressed

under the Disciplinary policy.

- 5.7 Similarly for new employees to the Council issues of poor performance will be dealt with under the probation policy and not the capability procedure.
- 5.8 The competence of line managers in the implementation of this policy will be essential to its effectiveness. Training will be provided in its use for staff with line management responsibility.
- 5.9 The staff consultation group including Unison representatives have been consulted and have endorsed this policy.

6 Risk Assessment, Financial Effects and Contribution to Efficiency Savings

6.1 The following details have been approved by Rosemary Watts, Risk Management and Insurance Officer, 01295 221566 Karen Curtin, Chief Accountant, 01295 221551.

6.2 Risk Assessment

The risk associated with not approving the recommendations contained in this report are that there will be no effective mechanism for addressing issues of staff capability, resulting in the Council achieving reduced value for money.

6.3 Financial Effects

None

6.4 Efficiency/Savings

None

7 Recommendations

7.1 The Committee is **RECOMMENDED** to resolve to approve

- (1) The attached capability policy for implementation from 1 January 2009.

Background Papers: