

Deafblind Scotland vision – “A society in which deafblind people have the permanent support and recognition necessary to be equal citizens”



Deafblind Scotland (DBS) Employee Capability Policy

What do we mean by Capability

For the purpose of this policy – Capability is the employee’s power and ability to carry out their role efficiently and competently in line with DBS employee handbook guidelines.

Rationale for Policy

This policy provides the broad principles to enable the management of capability issues by managers working together at all levels to seek resolutions. It is designed to promote fairness and consistency in the treatment of all employees, in compliance with DBS board of directors governance, Care Inspectorate and SSSC regulations regarding staff governance standards.

Policy Statement

DBS seeks to provide each employee with the direction, development and support necessary to assure a productive and rewarding career. The purpose of employee capability is to set minimum standard and to provide a model of current best practice which can be developed to support the management of issues in relation to employee capability.

This policy applies in the case of issues of capability (i.e. where the employee is lacking in some area of knowledge, skill or ability, resulting in a failure to be able to carry out the required duties of the post to an acceptable standard). It does not apply in the case of issues of conduct, which are separately covered under the relevant policies. A distinction must be drawn between a genuine lack of capability and unsatisfactory performance that is attributable to a wilful refusal on the part of the employee to perform to the standards of which they are capable. This would be a question of “won’t do” rather than “can’t do” and, as a matter of conduct, should be dealt with under local policies developed in line with the Employee Handbook.

However, it is recognised that it may not be clear at the outset whether a matter is one of conduct or capability, and therefore it may be that the approach to be followed requires to be changed in the course of managing such matters.

This policy does not apply in the case of issues of capability related to ill health impacting on attendance, which are separately covered under the Absence Management policy. It does, however, apply in the case of issues of capability related to ill health where such issues impact upon performance (as opposed to attendance).

Deafblind Scotland’s commitment

Employees are required to perform the duties of their post to an acceptable standard. Where this standard is not met, employees will be offered support, encouragement, guidance and, if necessary, training to improve their work performance.

The objectives of this policy are to:

- improve and maintain the standard of work performance of an individual employee, through advice, coaching, guidance and support, with the emphasis on developing a series of performance improvement plans, which are mutually agreed (wherever practicable) to reach the required standards
- ensure that all employees are treated in a fair, consistent and understanding manner in relation to capability issues
- ensure that DbS is a fair employer, meeting all relevant legal requirements regarding any capability related decisions it may take in relation to any employee
- support managers in carrying out their responsibilities for the maintenance of high standards of work performance by all employees
- contribute towards the improvement of the performance and effectiveness of DbS help protect DbS, its employees and service users from the consequences of poor work performance

Responsibility

This policy is also designed to clarify the rights and responsibilities of DbS board of directors, managers and employees in respect of employees who require to be managed regarding capability issues relating to their employment.

Managers

Ensuring employees are aware of DbS rules, practices and procedures and for applying the policy in a fair and consistent manner.

Developing a culture where employees are supported and assisted in achieving the required standards of performance.

Through normal performance management meetings i.e. one-to-ones, supervisions, appraisals etc., address and resolve work performance issues informally and promptly as appropriate.

To record details of all meetings, within the procedure, with the employee including any targets, monitoring and support.

To keep a copy of the notes of meetings, letters to the employee and any ad hoc verbal feedback given during the monitoring period and place in the employee's "supervision" file where this process is used. If individual "supervision" files are not used, it should be placed in a designated confidential and secure location within the department. Only letters relating to the formal procedure should be on the employee's personal file.

If the matter progresses to a Stage 2 – Formal Capability Hearing, to present the details of employee's failure to meet required standards, including all relevant performance statistics and the outcome of performance improvement plans to date.

Employees

Employees have a contractual responsibility to perform at a satisfactory level and are therefore expected to be committed to achieving such levels of performance.

To attend any meetings and hearings convened in accordance with the Capability Policy and Procedure.