

## CALDICOT TOWN COUNCIL

### Capability policy – performance

#### 1. Purpose

The purpose of this policy is to outline the responsibilities of the employee and the Council in addressing capability issues.

‘Capability’ is the ability of the employee to perform the job s/he is employed to do in an effective manner.

#### 2. Performance management

This capability policy forms part of the total performance management approach used within the Council. The aim of this policy is to improve the capability of employees at work, hence making them work more effectively. It is hoped that this can be achieved without any disciplinary action – but it is accepted that, in certain cases, this will be necessary as a final resort.

This policy, therefore, links to other policies within the Council including policies relating to:

- Appraisals
- Induction
- Discipline

#### 3. Assessment of capability

The assessment of capability is an ongoing process within the Council. It starts at the stage of recruitment, when the employee is assessed as being capable of doing the job. It is likely that the employee will need additional training when first employed – and this will be addressed during the induction process.

On an on-going basis, capability is assessed through the appraisal process. If any capability difficulties are addressing during this process the line manager conducting the appraisal and the employee being appraised are required to draw up an action plan together to address the issue.

#### 4. Induction

All new employees should be appropriately inducted into their role. It is important, however, that any learning and development interventions which address capability are identified and addressed during the induction process. Training opportunities are available through the Society of Local Council Clerks and One Voice Wales.

## **5. Responsibilities of the employee**

The employee is required to work effectively, and to perform to the highest standard achievable.

If the employee is struggling in any area of his/her work that employee should speak to the line manager and ask for assistance. Admitting the need for assistance is not seen as a weakness.

The employee is responsible for working with the line manager to agree an appropriate way to address any capability difficulties.

The employee is responsible for attending any learning and development activities that are identified that can enhance his/her performance at work.

The employee is also responsible for identifying any learning and development activities which might enhance work performance. The employee must be aware that the line manager has a limited budget for learning and development events, and hence it might not always be possible to give permission to pursue a learning and development activity.

## **6. Responsibilities of the line manager**

The line manager is responsible for meeting with a new employee and identifying any training or other interventions that are required to help the new starter work effectively within the Council.

The line manager is responsible for carrying out appraisals of his/her direct reports, in accordance with the appraisals policy. All appraisals should be completed in a timely manner.

If any capability issues are identified during the appraisal process the line manager is responsible for working with the employee to draw up an appropriate action plan to address the issue(s) that have been identified.

The line manager is responsible for setting appropriate targets for the employee to achieve.

The line manager is responsible for monitoring the progress of any employee who is working in accordance with an action plan, and identifying and addressing any issues that arise which mean the targets within that plan are not being met.

The line manager is required to support his/her direct reports to ensure that they perform to the best of their ability.

The line manager is responsible for monitoring the performance of employees. If the employee is not achieving the agreed targets after interventions have taken place a further meeting will take place between the employee and the line manager. At this stage, the Council are advised to seek advice from One Voice Wales before further action is taken.

Possible outcomes of this discussion include:

- Identification of further training or interventions
- Where appropriate, moving the employee to a different role (with the agreement of the employee)
- Disciplinary action (in accordance with the Disciplinary Policy)

Footnote : The Council should determine how the line management arrangement for the Clerk should be managed. If the Council delegates this function to a Committee or Sub-Committee, this internal body will act in the equivalent capacity of line manager.