

Capability Policy

Version Number	2
Revision Date	28 September 2022
Department	Business Support and Transformation
Author	Head of HR and Organisational Development
Reason for Policy Creation/Revision	Legislation, best practice and revision of content
Data Protection	This policy complies with our data protection policy and procedure
Equalities	This policy ensures that we have equal protection in place for our employees
Sustainability	N/A
Proof Read By	HR Business Partner
Date Approved	2 November 2022
Approved By	People Committee/SMT
Next Review Due	3 years following approval or legislation changes
Audience – Training and Awareness Approach	Manager training will be required
Effective Date	12 December 2022
Internal References – Policies & Procedures (<i>Located on The Hub</i>)	Capability Procedure Disciplinary Policy and Procedure Maximising Attendance Policy and Procedure
External References	ACAS code of Practice

1. Policy Purpose

- 1.1 Individual employee performance is the catalyst behind Hanover's ability to deliver high-quality social housing, care and telecare to the people of Scotland. We value each employee's contribution to achieving our goals and aspirations and seek to provide our people with opportunities to learn and grow with us.
- 1.2 Like all organisations, we at Hanover require employees to produce a high standard of work through their tenure. The purpose of this policy is to outline such standards and discuss how we manage situations where performance may fall below the required level.
- 1.3 Hanover is committed to enabling employees to work effectively whilst installing measures to handle individual capability issues.

2. Policy Scope

- 2.1 This policy will inform our employees of Hanover's expectations and processes surrounding performance and capability.
- 2.2 We favour an open culture of communication and willingness to cooperate with one another. It is therefore hoped that any drop in standards can be quickly identified, acknowledged and discussed at the earliest opportunity. Nonetheless, we encourage employees to abide by Hanover values during any capability process and to familiarise yourself with the expectations contained within this policy.
- 2.3 This policy applies to all employees while they remain under Hanover's employment and the term 'employee' will cover all workers who are either employed or engaged to undertake work for the organisation.

3. Definition

- 3.1 The term 'capability' in the workplace refers to an employee's ability to carry out their role to the standard required of them. It mainly relates to the skills, aptitude and knowledge of an individual in relation to the work they are employed to do.
- 3.2 A lack of capability is of course a concern for any employer as it may lead to unsatisfactory job performance, causing problems for the individual, their manager and the wider team.
- 3.3 What differentiates capability from a disciplinary matter is that the former tends not to be the employee's fault or not within their control. For example, very few employees choose to perform their work poorly, make mistakes or fail to complete tasks. As a result, these types of actions are required to be managed within the realms of a capability policy.

4. Responsibilities

- 4.1 All employees are responsible for their own performance output. Whilst Hanover will provide the platform and tools to allow employees to flourish at work, they are responsible for performing their duties to a high standard. However, employees are also accountable to seek help and support when it is required. Should employees find their work difficult or there are areas of the role which they are struggling to grasp, they are encouraged to speak to their manager regarding this as soon as possible. 1-2-1 meetings are an opportunity for employees to seek help, support and feedback to improve their performance and develop.
- 4.2 Managers hold the responsibility of fully supporting employees through the employee life cycle with regard to performance. This includes the identification of potential capability issues, monitoring progress and holding regular conversations with employees in relation. Support may be delivered in the forms of coaching, appraisals and organising additional training for individuals.

5. Monitoring & Evaluation

- 5.1 This procedure constitutes contractual terms and conditions. Hanover reserves the right to amend any provision of this policy subsequent to appropriate consultation.
- 5.2 We will regularly evaluate this policy and accompanying procedure in line with individual and team performance, including employee output and performance measures such as KPIs and achieved targets and these will be reported as per the scheme of delegation to SMT / OMT.

6. Review

- 6.1 We will review this policy every 3 years or earlier as required.