



Managing Capability - A one day course for line managers

This course is designed to equip line managers with the knowledge they need to manage capability effectively and within the law. It deals both with poor performance and also absence issues. The format of the day will be a series of PowerPoint presentations and practical exercises drawn from real-life examples. The style will be highly interactive with questions and discussion encouraged throughout.

Course Programme

Introduction and objectives for the day

The legal framework

- The contract of employment
- Unfair dismissal
- Capability as a reason for dismissal
- Disability Discrimination and capability

Managing poor performance

- Setting clear standards
- Measuring performance
- Informal measures
- Formal capability procedures
- Dealing with counter allegations of bullying or stress-related illness

Dismissal for poor performance

- An opportunity to improve
- Training and support
- Offers of alternative work
- Demotion as an alternative to dismissal
- Following the right procedure

Managing attendance

- Reasons for absence
- Measuring the impact of absence
- Key strategies in absence management
- Long-term vs short-term absence
- The 'return to work interview'

Dismissal for poor attendance

Medical investigations and absence

Disability discrimination and the duty to make reasonable adjustments

Light work and redeployment

Industrial injury - absence caused by the employer

Dismissals for persistent short-term absence

Final Questions and review of morning's objectives

Close of Course