



Competence Procedure for Support Staff

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Competence Procedure for Support Staff

1. Purpose

This procedure sets out the approach to managing performance when it fails to meet or falls below the expected standard.

The overriding aim of performance management is to achieve continuous improvement within a supportive framework; we recognise that there will be occasions when performance does not meet the required standards. Individual performance should be monitored and reviewed through the School's ongoing review and development processes.

The procedure has been drawn up to ensure that there is an effective mechanism for addressing problems which appear to be caused by the capability of a member of staff to

perform work of a satisfactory standard. Capability refers to the skills, knowledge and aptitude of an individual that can be clearly distinguished from their conduct.

Ongoing health related issues will normally be dealt with in accordance with the relevant school's policy.

This document has been drawn up in consultation with the Trade Unions and Professional Associations representing staff and school leaders.

2. Scope

This procedure applies to all employees of the school who are employed on a contract of at least a term's duration, except those employed as teachers under the School Teachers' Pay and Conditions Document (SCTPD).

3. Key principles

This procedure is in accordance with legislative requirements and ACAS guidance. It seeks to balance the rights of the individual with those of the pupils and with the needs of the school.

- The aim of the procedure is to improve performance through support, training and review.
- It is accepted that work performance can vary from time to time. Poor performance of a sporadic or minor nature can normally be resolved by giving informal guidance and support to the staff member. Where work performance falls below expected standards, structured support, guidance and training will be provided via this procedure in order to encourage improvement and enable the individual to meet expected standards.
- The expected standard of performance should be agreed and progress reviewed on a regular basis, with reference to their current job profile and person specification.
- Where the employee can perform to the required standard but chooses not to, the disciplinary procedure is more appropriate.
- Competence issues need to be dealt with fairly and confidentially.
- The manager/senior member of staff must be able to provide detailed evidence that the individual is consistently, over a period of time, not meeting the required standards and raise this with the employee promptly.
- The manager should maintain full documentation throughout the application of this procedure.
- The manager must consider whether there are any underlying problems or impacting personal circumstances, and provide support as appropriate.
- Reasonable adjustments should be identified and, where appropriate, implemented for employees, where relevant, in accordance with the school's Equality & Diversity Statement and guidance on supporting disabled employees.
- The employee will be involved in the formulation of action plans designed to improve their performance. Ideally the plans should be agreed with the staff member. Sufficient time should be given for the employee to demonstrate improvement in their current job.
- The employee has a right to be accompanied at formal meetings, normally by a colleague or trade union representative.

4. Roles and Responsibilities

Line managers are responsible for managing the work performance of their employees as set out in job descriptions/job profile and the school's structure plan. Senior managers and the headteacher are advised to seek support and guidance from their HR Advisory service. Headteachers' guidance supplements this procedure.

5. Managing Underperformance

Regular meetings between managers and individual members of staff, in accordance with the school's review and development process, including induction, continuous professional development and other forms of advice, guidance and support should enable employees to develop the skills, knowledge and general capability to fulfil their role. (See Advice and Guidance) It is important that expectations of employees are clarified and feedback on performance given. Managers should review performance against any agreed objectives through regular supervision and timetabled review meetings, and any issues of underperformance should be dealt at the earliest opportunity. Ideally most should be resolved as part of the ongoing review process. Evidence of how the employee is not meeting expectations should be referenced to the job description/job profile and person specification.

Competence Procedure

Stage 1: Informal meeting

If however there is no improvement, or insufficient improvement as defined and agreed in review meetings, the employee should be informed in writing that the concerns about performance are being considered now under the informal stage of the Competence Procedure. In accordance with the procedure a Stage 1 meeting is arranged. As this is an informal meeting there is no requirement for the employee to be accompanied by a representative or companion, however they may be accompanied if they wish. The meeting should be documented and include:

- details of the under- performance, including evidence to support the manager's view that required standards (standards as defined in the job specification, any adopted or adapted by the school) are not being met,
- the improvement required,
- the timescale for achieving this improvement,
- a date for review (up to a maximum of three months review),
- the support or training that will be provided to assist the employee, including when this will commence.

Review period

The period of review will usually be 6 to 12 weeks, dependent on agreed circumstances, during which time performance and the delivery of support will be monitored and regular feedback provided through meetings with the line manager. These meetings should be documented. Managers should provide support and training as appropriate during this period. At the end of the review period the manager should provide evidence of the standards of performance that have been demonstrated plus the support provided and confirm the outcome in writing, whether:

- (1) the employee has reached the expected standard and there is no longer cause for concern,
- (2) there has been some improvement but not to the required standard overall, substantiated by evidence, and the review period will be extended,
- (3) there has been no, or only minimal, improvement, then the employee should be invited to a Stage 2 meeting.

In the case of (1) the employee will be informed that the routine review and development process will be re-instated. In the case of (2), Stage 1 will continue and a meeting arranged to plan the further review period.

Trade Union Representative

No action will be taken under the formal procedure in respect of a trade union representative until the circumstances of the case have been discussed with a senior representative or paid official of the trade union, with the consent of the employee. The Headteacher is advised to seek HR advice before taking any action.

Stage 2: Formal meeting

The employee should be invited with at least 5 working days' notice to attend a formal meeting to discuss the shortfall in performance with (*insert here senior member of staff, who is not providing support*). The employee will be informed of the right to be accompanied by a representative or companion. The discussion should include:

- evidence of the lack of progress during the review period, *presented by the line manager*,
- any extenuating circumstances that may be affecting performance.

The senior member of staff conducting the meeting will consider the information provided by the line manager and the employee's response. They may refer the process back to Stage 1 of the procedure or determine that Stage 2 will be implemented. In this case the discussion will consider:

- any reasonable adjustments, if appropriate, that may be required,
- further targets for improvement,
- further support/training that may assist, including the provision of a mentor if this is appropriate,
- what will happen during the forthcoming 6 to 12 week review period,
- a warning that failure to improve performance could lead to a Competence Procedure Hearing, where the continued employment of the employee will be considered.

The decision whether or not to apply the formal Competence Procedure and action plan should be confirmed in writing to the employee and copied to their trade union or other representative.

Formal Review period

The period of review will be from 6 to 12 weeks, dependent on circumstances, during which time a performance and support programme should be closely monitored and regular feedback, referenced to the standards required, provided, as a minimum on a

monthly basis and be documented. At the end of the review period, the senior member of staff (ideally the same person who held the entry into Stage 2 meeting) should confirm the outcome in writing. The letter will confirm whether option 1, 2 or 3 will apply.

- (1) The employee has reached the expected standard and there is no longer cause for concern.
- (2) There has been some improvement but the employee is not yet fully at the required standard and the review period will be extended by a defined period, which will be formally confirmed in writing.

In the case of (1) the employee will be referred back to the routine review and development process. In the case of (2) a meeting will be arranged within Stage 2 of the procedure to plan the extended review period. A written warning will be issued that failure to meet standards may lead to a hearing where the continued employment of the employee will be considered.

- (3) If there has been no improvement, or consistent inadequate improvement, the employee should be invited to a Competence Procedure Hearing.

(If the Headteacher has been providing the support and feedback during the review period, it is advised that arrangements are made for a meeting chaired by a governor to consider the information provided and to determine whether (1), (2) or (3) will apply.)

Stage 3: Competence Procedure Hearing

This should be arranged if performance has not improved to the required standard overall and stages 1 and 2 have been followed. The employee should be asked in writing to attend a formal hearing, and five working days' notice should be given. The letter should explain that dismissal is a potential outcome and provide or refer to the evidence that will be considered during the hearing.

The Hearing will be conducted by the headteacher if they have the delegated authority to dismiss and have not been involved in the procedure so far (*or, otherwise, heard by a committee of governors.*) *In maintained schools the Local Authority has a right to be represented at a hearing where the dismissal of an employee is to be considered.* The school should seek the advice of their HR Service. The decision of the Headteacher/ Committee will be notified at the hearing. Outcomes may include:

- Dismissal with notice;
- Redeployment to another role at the same level that better meets the skills and experience of the employee, where this is possible within the school structure and a vacancy is available/can be created;
- Redeployment into a job which incurs a reduction in grade, where this is possible within the school structure and a vacancy is available/can be created. This may not attract pay protection, if the Governing Board decide to award pay protection this will be for a maximum of 2 years;
- Final written warning with a further review period ;
- The judgement that no sanction appropriate.

A letter confirming the outcome of the hearing will be sent to the employee within 5 working days and copied to the employee's representative.

Hearing Procedure

- The Headteacher/ Senior leader who made the decision to refer the employee to a Hearing will present the case and call the line manager who conducted the procedure as a witness. If a governor chaired a meeting to determine that the employee would be referred to a hearing they will attend as a witness. Other witnesses may be called if appropriate
- The employee/representative will have the opportunity to ask questions.
- The Headteacher/Governors' committee will have the opportunity to ask questions. (Any witness to then withdraw)
- The employee/representative will present their response to the performance concerns and any other relevant information. They may call witnesses, if appropriate
- The Presenting Officer will have the opportunity to ask questions
- The Governors' committee will have the opportunity to ask questions. (Any witness to then withdraw)
- The Presenting Officer and the employee (or representative) will each have the opportunity to sum up
- The Presenting Officer, the employee and their representative, will all withdraw. The Governors' committee/ Headteacher will consider the case and reach a decision. The governors/Headteacher may be advised by their HR Advisor and, where the LA is also the employer of the individual, an LA representative will provide advice and guidance.

Decision to Dismiss

The power to dismiss staff in this school has been delegated to the Head of School/ Executive Head and Chair of Governors.

Dismissal

Once the decision to dismiss has been taken, the Head / Executive Head and Chair of Governors will dismiss the member of staff with notice.

Appeal

The employee has a right of appeal:

An appeal is to a committee of three Governors, (where the headteacher took the original decision) or to a different committee of at least three governors set up by the Governing Board, (where a committee of governors took the original decision). The appeal must be registered with the Chair of Governors (*the employee should be informed where to submit an appeal to ensure that it reaches the Chair in a timely manner*) within 5 working days of receipt of the written notification of the hearing decision.

The employee will receive a reply to the appeal letter within 5 working days, acknowledging the registering of the appeal which will take place as soon as practicable. There will be a minimum of 10 working days' notice of the appeal date.

Any statements of case or evidence on which either management or the employee wishes to rely, will be provided to the Appeal Panel and other party at least 5 working days prior to the hearing.

If the appeal relates to a dismissal where the Local Authority is the employer, the Strategic Director for Children's Services Department or his/her representative shall be entitled to attend the meeting for the purpose of offering advice to the Governing Board.

The employee has a right to be accompanied at the appeal. The employee will be informed of the outcome of the appeal in writing within 5 working days. That outcome is the final stage within the School's procedures.

Appeal Procedure

Normally the Headteacher/Chair of the 1st Committee will present their case first following the pattern below. Only if the employee's grounds of appeal are restricted to certain aspects of the case, or are procedural, will the employee be asked to present their appeal first and the Headteacher/Chair of 1st committee to present their response second.

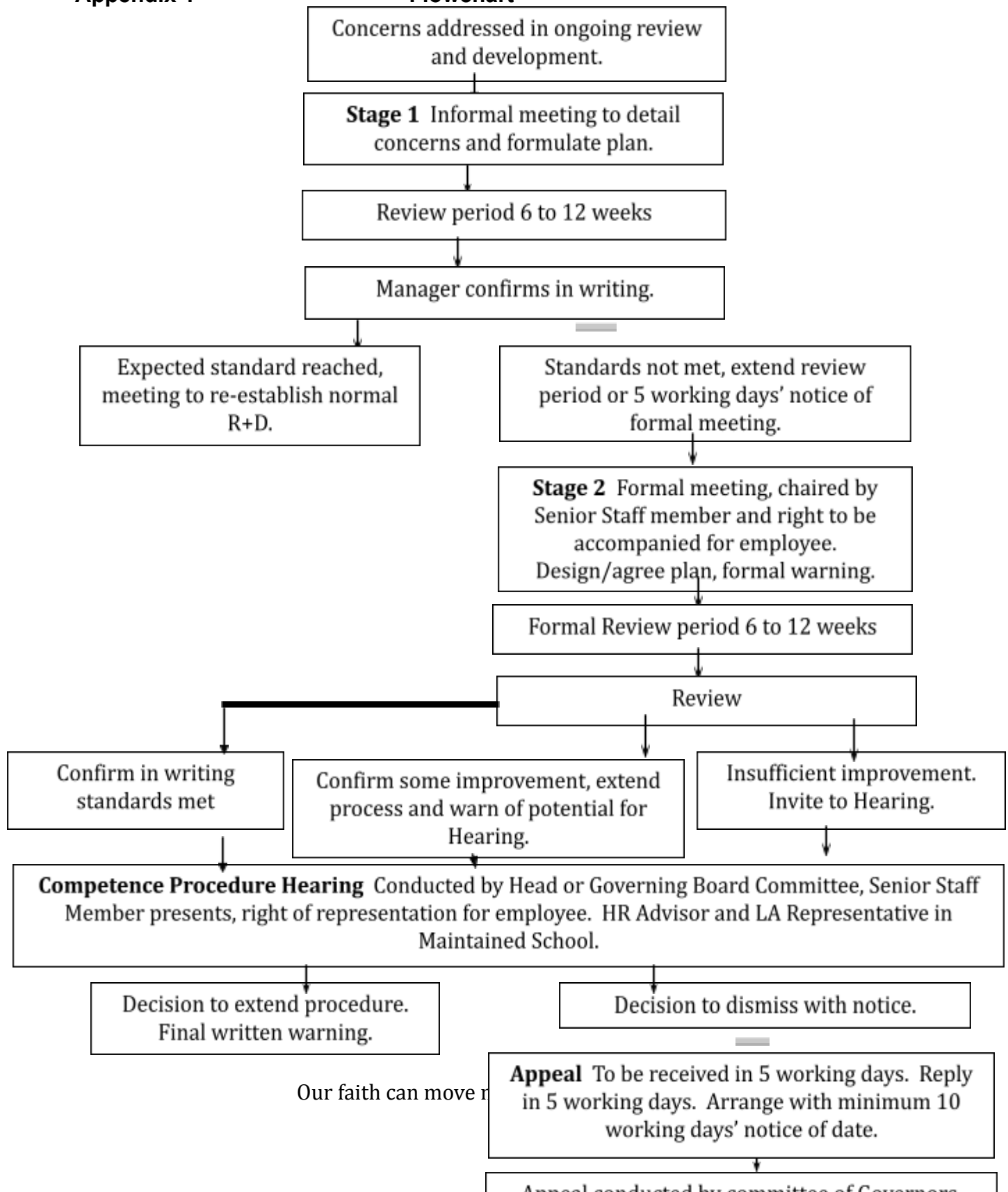
- The Headteacher, (accompanied by the Chair of the 1st committee, where appropriate) will present the case for dismissal. The Chair of the 1st sub-committee/Headteacher will explain the reasons for the (committee's) decision. Witnesses may be called, if appropriate
- The employee/representative may ask questions of the Headteacher, (Chair of 1st committee) or any witnesses called.
- The Appeal committee may ask questions of the Headteacher, (Chair of the 1st committee) or any witnesses called. (Witnesses will then leave)
- The employee/representative will present their case and may call witnesses
- The Headteacher/Chair may ask questions of the employee and any witnesses called
- The Appeal committee may ask questions of the employee and any witnesses called. (Witnesses will then leave)
- The Headteacher (Chair of 1st committee) may sum up
- The employee/representative will have the opportunity to sum up.

The Headteacher/Chair of 1st committee, employee and representative will all withdraw. The Appeal committee will reach a decision and will be advised by the Local Authority representative.

The employee will be recalled and informed of the outcome of the appeal hearing in person where possible. The outcome will be confirmed to the employee in writing within 5 working days.

Appendix 1

Flowchart



Appendix 2**Improvement Plan**

Name _____

Review Date _____

Targets	Success Criteria	Training/Support	Timescale	Person Responsible
1.				
2.				
3.				
4.				

Appendix 3

**Competence Procedure for Support Staff
Advice and Guidance for
Headteachers and Governors**

Our faith can move mountains – Matthew 17:20

Introduction

The potential for issues of under-performance to develop are minimised if the following are in place:-

- A robust and regular employee review and development process has been adopted and consistently implemented.
- The above process is monitored and evaluated by the Headteacher and Governing Board.
- The required standards and expectations for the fulfilment of the role are clearly communicated to employees.
- Continuing development for all staff is clearly linked to the key requirements of an employee's role, any targets for development and the school's priorities.
- Regular leadership development is undertaken to ensure senior staff can offer clarity of expectations and support to their teams.
- A range of methods of evaluating the effectiveness of the school are in place to inform any challenge that required standards are not being met.
- Effective measures inform the identification of areas for development and this regularly prompts appropriate action.
- The culture of the school supports and values all members of the school community and facilitates them in contributing to their full potential.

Preamble

1. Underperformance or lack of competence may affect staff at all levels any time in their careers and such staff are entitled to sympathetic consideration and active support from colleagues in the school.
2. The nature of concern about work performance, its level of seriousness and cause(s), must be communicated at the outset to the employee, clarified by structured information gathering and systematic recording.
3. The employee's line manager must inform the Headteacher when they develop concerns about the performance of a staff member, such that they are contemplating a review meeting to raise the issues. Likewise, a Headteacher or senior leader who identifies significant concerns about an employee's performance should ensure the line manager is informed and that appropriate measures are taken.
4. If the competence procedure is being applied the Headteacher will need to ensure that the line manager has the necessary training, knowledge, skills and experience to determine an appropriate structured support and monitoring programme and its implementation. The Headteacher should ensure that the line manager follows the correct process by reviewing the procedure to be followed with him/her before they

commence. They may consider identifying someone outside the process to mentor the line manager. He/she should be advised to assess whether:

- the review and development process has been operated fairly and appropriately so far,
- whether the employee has received appropriate, timely feedback and clarity on the expected standards of performance and
- relevant CPD, through the employee review process and provision linked to school/role priorities.

In providing this preparation to the line manager the Headteacher must ensure that they do not become involved in the details of the case.

5. The Headteacher should ensure that the staff member is involved in determining an appropriate support programme. It should be stressed that the aim of the support programme is to help the employee to improve and develop in the performance of his/her duties in their interests and those of the school as a whole. Ideally the action plan should be agreed with the employee.

Identifying the Problems

- Where there is any concern about an employee's work performance it is necessary, at the outset, to identify any specific problems being encountered by the employee.
- Consider whether there may be health concerns, including mental health issues. Consideration should also be given to whether there are any other school policies or procedures which are relevant to the circumstances and that they are applied appropriately.(eg Stress Management, Management of Sickness Absence)
- The ongoing review and development process will be the key source of information that raises any concern and prompts a decision to investigate further. In assessing how serious are the identified performance concerns, impact on pupils' and their learning will be a key consideration.
- It is important that the employee knows at the outset what is expected of them, if this has not been implemented then the procedure may be compromised. At induction and during the review and development meetings the line manager should check that the staff member is clear on:
 - the responsibilities of their job (is the Job description up to date?)
 - the required standards in the execution of the role (in as concrete terms as possible, the person specification will clarify the requirements in terms of knowledge, skills and experience),
 - the person to whom he/she is responsible (line manager)

Employees with Health Problems

Employees with health problems or those experiencing stress may require particular support.

The performance of members of staff experiencing personal difficulties, including health issues, may decline. Headteachers and Governors will want to support such staff through difficult periods and minimise any impact on the education of pupils or on other staff. The Headteacher will need to use their professional judgement to determine, on balance,

where the application of the competence procedure is appropriate and necessary, in such circumstances.

Where an employee has a disability Headteachers should be aware of any adjustments required to support employees in the workplace. Further advice may be sought from Occupational Health when considering issues of underperformance where the employee has a disability. They are also advised to seek advice from HR to ensure the needs of staff who are covered by The Equality Act 2010 are addressed in line with the School's Equality & Diversity Statement.

Where a member of staff has been diagnosed with workplace stress, a risk assessment should be conducted. A school's policy for the management of stress/promoting wellbeing will provide further guidance. A proactive approach to identifying and responding to any sources of stress, in collaboration with the staff member, their trade union representative (where relevant), and HR adviser is recommended. Additional advice can be sought from Occupational Health on the range of support that is available for employees with work related stress health issues, as well as other mental health issues.

It is recognised that a proposal to initiate the Competence Procedure may, in itself, be a cause of stress, therefore school leaders should plan to mitigate this effect through the quality of professional relationships, communication, positive approach and consideration for the colleague's dignity that is displayed. The Management of Stress Policy provides relevant guidance.

The inclusion of mentoring that provides personal support, as well as work guidance, in the programme drawn up to facilitate improvement of the employee's performance, is recommended.

More detailed advice on managing the occurrence of ill health absence when the application of the Competence Procedure is also being considered, or already implemented, is available in the companion document, 'Ill Health Absence and the Application of the Competence Procedure for Support Staff'.

Competence Procedure for Support Staff - Making it work

Identifying the Problems

The following may help in determining what exactly is contributing to the performance issues and thus the considerations that should inform any action to address. Support and advice from sources external to the school may also be valuable.

- What is the wider context – the school's situation, turbulence, vulnerability to Ofsted judgement?
- New leadership in the school or new line manager? How robust/shared are the judgements.
- Individual staff member – new to school or to role? Previous assessments of effectiveness in role Is this the first time any issues have been raised in any way? Has something changed suddenly or over time? Has all feedback from various sources been accurate, fair and honest (in terms of what is included or significant omissions)?

- Personal circumstances (where shared by the employee), health issues, commitment demonstrated to their role and the school, accuracy of self-evaluation?
- What are relationships like between colleagues and what support is available within the school? Are all relevant staff clearly subject to the same expectations?

Action

- ✓ Headteacher ensures line manager is suitable for the circumstances and has mentor support.
- ✓ The required standards for carrying out the role are a regular reference point in the school and staff know what effective work practice looks like in their role.
- ✓ There is clarity of evidence to illustrate what needs to improve.
- ✓ An action plan format would facilitate the detailing of the necessary components of the support and monitoring process, with a range of evidence and concrete success criteria to ensure clarity of expectations for all parties.
- ✓ Any original review and development targets may be revised or elaborated and broken down into actions.
- ✓ A systematic, incremental approach is recommended, where necessary.
- ✓ Listen to what the employee thinks about the type of support/training they find most helpful in determining what, of the available choices, should be incorporated into the plan. Familiarity in the school with self-evaluation, peer working, coaching and or mentoring will be helpful, depending on the role.
- ✓ Strongly advise the staff member to consult with their trade union for support and advice/guidance on making best use of the programme of structured support and monitoring. In exceptional cases the union may have a concern about the way the process is being applied and, in these circumstances should request a meeting with the Headteacher. The head should then seek advice from their HR Advisory Service in assessing whether any revisions should be made.
- ✓ Build in regular, constructive feedback throughout the programme so that success is recognised and built upon, the effectiveness of the support is monitored and amendments can be considered as soon as is necessary.
- ✓ Allow time for the support to be digested by the employee, for reflection with the person providing support and for further development/embedding of the

improvement to practise. An initial period for improvement of around 6 weeks should be sufficient to demonstrate whether the process adopted is effective and any outstanding improvement still required is likely to be secured through a short extension to the plan.

- ✓ Ensure the employee understands that they need to cooperate with the process and are advised to take ownership of their progress.

- ✓ The role of the line manager, in setting/agreeing the plan with the employee and assessing improvement, is separate from any other staff member who is providing support but they need to be very consistent in their understanding of the expectations sought.

III Health Absence and the Application of the Competence Procedure for Support Staff- Advice

a) Before or at the outset of the Competence Procedure

Where an employee is absent due to ill health just before the meeting called to determine whether the procedure should be applied or soon after a decision is made, clearly the procedure cannot progress further until the employee returns.

It should be made clear that the procedure will be applied after a suitable settling in period on their return.

If the meeting to consider application of the Competence Procedure has not taken place, it is advised that this be arranged a couple of weeks after their return. If the decision to enter the competence procedure has already been made, the employee may be given a settling in period with support to develop his/her practice (as defined in the programme of support and monitoring) but the introduction of formal monitoring is deferred. This period should not exceed 4 weeks and is likely to be shorter. During this time the employee may be expected to co-operate with development activities and receive feedback from a manager, coach or mentor.

The period allowed for the necessary improvement, when the formal monitoring of progress will be implemented, should commence at the end of the settling in period.

The support programme should specifically include arrangements to take account of the employee's health and to minimise any potential for the procedure to contribute to a recurrence of ill health.

The advice of the Occupational Health Physician may be sought, as appropriate, concerning the employee's fitness for work and any implications of their health for the continued application of the competence procedure.

Long term absence should be addressed through the Management of Sickness Absence procedure, which also includes the process for dealing with repeated short term absences.

b) Absence in the Early Stages of the Competence Procedure

The aim of the procedure is to improve performance through targeted support and regular developmental feedback. There are potentially two periods of support and monitoring each of between 6 and 12 weeks.

Where an employee is absent due to ill health during the first period, a decision cannot be made on whether to warn the employee that the matter may be referred to a hearing, unless:-

- the absence is short and they have returned before the review, or
- the employee's absence only commenced just before the formal review meeting at the scheduled end of Stage One and sufficient evidence of progress and capacity to improve has been generated **and**
- the review meeting can still be held. *(It is possible that the employee is sufficiently fit to attend the meeting even if they are not fully fit for work. The advice of occupational health should be sought.)* It may be possible to hold the review meeting in the employee's absence through their representation by a trade union or professional association.

Otherwise, when the employee returns to work, a settling in period, as described above, should be identified before the procedure continues.

Reviewing and revising the programme of support and monitoring should be considered and the employee's health should be taken into account in any updated programme. The agreed programme of support should include arrangements to address and minimise the potential effects of the application of the competence procedure on the employee's health and, in particular, a re-occurrence of previously experienced health concerns. Headteachers and governors are advised to consult the Management of Sickness Absence and Stress Management Policies to facilitate consideration of the individual's situation.

Short absences of up to 2 weeks may not delay the timetable for the competence procedure, depending on the length of the review period and whether there has been sufficient time for the identified support to be delivered, enacted and consolidated. Periods that straddle the summer break should be adjusted appropriately.

c) **Absence in the later stages of the Competence Procedure**

As already stated, Competence Procedure should last for between 6 and 24 weeks. Where an employee is absent due to ill health towards the end, or in the later stages (the second period of 6 to 12 weeks) of the Competence Procedure what action is taken will depend on the progress so far. The decision may be easier where the period has almost run its course and the Competence Procedure is close to a conclusion.

Reasonable steps should be taken to enable the employee to attend review meetings. Where the employee is unable to attend these may proceed in their absence, if delay would otherwise compromise the maximum timescale set aside for the procedure. The employee's Trade Union Representative will be invited to attend and make a statement or representations on their behalf. A full and detailed record of the review should be provided in the letter confirming the decision taken.

If the employee has made significant progress, and there is evidence to support this, they may be removed from the Competence Procedure.

If no significant sustainable progress has been made, or this is limited, and there is substantial evidence to support the view that the Competence Procedure will result in

potential dismissal, the Procedure should continue on this basis. In these circumstances the Headteacher must decide what action should be taken.

The options are to:

1. Postpone the Competence Procedure until the employee returns and implement the Management of Sickness Absence Procedure.
2. Continue the Competence Procedure.

In reaching a decision the Headteacher will need to consider:

- The likelihood of significant sustainable progress being made during the remaining weeks of the Competence Procedure.
- The impact that a prolonged period before the situation is resolved will have on the effective, efficient management and operation of the school.
- The extent to which known ill health has now, or previously, affected the employee's performance.

Particular attention should be paid to the last of these as this is a potential source of significant challenge to a decision to continue the Competence Procedure.

If the decision is to postpone the Competence Procedure it should be made clear to the employee that the Competence Procedure will continue, after a suitable settling in period of no longer than four weeks, when they return. As already indicated it will be necessary to take account of the potential effects of ill health on the employee's performance. The agreed programme of support should, therefore, include arrangements to address and minimise those potential effects to avoid action that may lead to a re-occurrence of ill health and therefore potential challenges to subsequent decisions.

If the decision is to continue the Competence Procedure the matter should be referred to a Hearing as set out in the Competence Procedure adopted by the Governing Board. The Hearing will need to be presented with all the available evidence and circumstances before deciding whether to:

1. Postpone Competence Procedure until the employee returns and implement Management of Sickness Absence Procedure.
2. Redeploy to another role at the same level that better meets the skills and experience of the employee, where this is possible within the school structure and a vacancy is available/can be created.
3. Redeployment into a job which incurs a reduction in grade, where this is possible within the school structure and a vacancy is available/can be created. This will not attract pay protection.
4. Issue a warning that if standards are not met within a further review period a Hearing may be called to consider the employee's continued employment status
5. Dismiss the employee on the grounds of competence.

6. The judgement that no sanction is appropriate.

If the decision is to dismiss, this will probably be challenged. The Governing Board will therefore need to be satisfied and confident it can demonstrate there is substantial evidence to support its decision. In particular, that any further period of structured support, monitoring and review would not have led to significant and acceptable improvement in performance. Also, the Governing Board must ensure that employment rights to representation and appeal are met.