

# Capability Procedure

November 2017  
Internal Use Only



**Document due for review November 2018**  
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# Capability Procedure

## How can we help when things don't go according to plan?

### What is capability?

Capability means the ability to do your job, including your skills, aptitude, competence, knowledge and health.

Capability is different to Disciplinary. Your manager will explore any issues to understand which procedure is right to use.

You can find more information about the Disciplinary procedure on Z-net.

### Who does this procedure apply to?

All permanent or fixed term UK employees. We use a separate procedure during probationary periods, details of which can be found on Z-net.

### Why do we have a Capability Procedure?

We invest in you because we know you make the difference to our success. We want you to feel engaged and empowered to be at your best.

If we spot a problem that may affect your and/or the business's performance, we'll address this early, working with you openly and honestly to change this.

We recognise things don't always work out and may ultimately end in dismissal. This is always a last resort.

We believe that great people make a great business and a Great Place to Work. So we want you to have a rewarding and meaningful career, where you're motivated and engaged to be the best you can be. But things don't always go to plan. If this happens, we want to get you back on track as quickly as possible.

This Capability procedure gives you a fair and consistent framework so you and your manager can jointly address concerns early on, to help get your performance back to the required level.

Remember, we're committed to treating you fairly and providing all reasonable support to help you.

### What does this mean for me?

Your manager will talk to you if there's a problem and share feedback. Their aim is to work with you to help you understand what's not going so well and agree a plan to get you back in the driving seat. In most cases, we find people already know and understand what's going wrong and where they need to put things right. This is exactly what we want to see.

Your manager will work with you to understand what support you think is reasonably necessary to help you succeed. We know in today's world lives can be busy and complicated with so much going on. So, if there's something we should know about that's affecting your performance or attendance please tell your manager. We can support you better if we know what's happening for you.

Informal support can include advice, coaching, feedback, training, mentoring and observations.

### Your health and sickness and Capability

We are all prone to health problems at various points in our lives. If your manager is worried about your health or sickness levels (for instance if you're off sick more than your colleagues or it's impacting results and how well the team is operating), they'll discuss this with you and may use this procedure. The good news is we can often nip concerns in the bud early with a conversation.

If you have any medical conditions that you feel may be affecting your performance or attendance, talk to your manager so they can look at how they can support you. This might include considering a referral to our Occupational Health provider so we can understand more about your condition and its impact and whether there are any reasonable adjustments or other recommendations we could consider to help you.

If your manager thinks a referral will be useful, they will always discuss this with you first.

In long term sickness cases, we use this separate procedure. [Click here.](#)

# What if informal measures aren't working?

Sometimes informal support isn't enough to help you get where you need to be. If this is the case for you, your manager will invite you to a meeting to discuss next steps, which is the start of the formal procedure (see next section for further details). The intention is to keep supporting you and give you the best possible chance of meeting your performance objectives.

We know it isn't comfortable going through this process, but be assured we want you to succeed and will do everything we reasonably can to help you get there.

It's important that you give yourself the best chance of succeeding by committing to the process and being as proactive as possible. You're not alone – other people have been through this process and have successfully turned things round through their commitment and dedication.

## What happens, when?

It's really quite simple:

### Stage 1

#### Meeting

Objectives and timescales set

Review period is agreed

#### Review meeting

Outcome 1 - Process stops

Outcome 2 - Extension of stage 1

Outcome 3 - Move to stage 2

### Stage 2

#### Meeting

Objectives and timescales set

Review period is agreed

#### Review meeting

Outcome 1 - Process stops

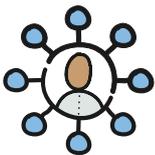
Outcome 2 - Extension of stage 2

Outcome 3 - Redeployment or dismissal

## What can I expect in a formal capability process?



Your manager will invite you to a meeting to discuss and highlight concerns around performance, approach or attendance. You can bring someone with you if you would like (see section in next page).



Your manager will encourage you to share your thoughts about why things haven't gone so well and then work with you to agree how you can get back on track.



You'll have a set of reasonable objectives to work towards and your manager will agree the timeframe (minimum of one month) and review period to measure your performance/attendance against.



Your manager will explore any support that will help you get there, such as additional coaching or training. Your manager will regularly review your progress throughout the review period.



Following the review period, your manager will invite you to a meeting to discuss your progress against the objectives set and consider next steps (highlighted above).



It's important that you attend these meetings – if you don't, the process may carry on in your absence (i.e. in cases of persistent non-attendance). Clearly this is not something we want to do.

## Outplacement support

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In the unfortunate event that we terminate your employment for capability reasons, we want to offer you some Outplacement support through our third party provider to help you find your next role. We'll let you have the details if this is the case for you.

## Need more help?

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Speak to one of our HR team:

**Internal:** 7900 3020

**External:** 0800 302 9056



Get in touch with us by email:

**Internal:**

GBZ\_hr services

**External:**

HR Services@uk.zurich.com

## Can someone come with me to formal meetings?

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Yes – we want you to feel supported at every step and your manager will do this, but we also want you to know that you can, if you choose, be accompanied at any formal meetings including appeal hearings by a colleague from Zurich, a trade union representative who's certified as competent to accompany you, or an official employed by a trade union. If your chosen companion can't attend the meeting, don't worry, just let the manager holding the meeting know as soon as you can. We'll ask you to suggest an alternative date normally within five calendar days of the original meeting.

For further useful information about being accompanied have a look at the Companions Guide on Z-net.

## What will I get in writing?

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You'll receive a letter inviting you to any formal meetings and then a follow up. Just so you know, we don't record, or allow you to record, meetings (through recording equipment, mobiles phones etc.), but will provide a copy of any meeting notes taken and an outline of any objectives set.

## What if I disagree with the outcome?

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We want to treat you fairly and to give you the best possible chance of success. When you've received your outcome letter, if you don't feel that you've been treated fairly or have any other concerns about the process, for example the objectives set or the timescales involved, you can appeal.

You'll have 10 working days to submit an appeal after you've received written confirmation of next steps following any meetings.

You can be sure that we'll have thought about who's best to hear your appeal. It will be someone who has not been involved so far, who is the same grade as, or more senior than, your manager. If you're appealing a dismissal, the person will be a Grade 6 or more senior, and again not previously involved.

If your appeal against a dismissal is successful, we'll reinstate you as a Zurich employee. This won't affect your continuity of service and your original service date would apply. You'll also receive a payment to cover any loss of pay between your termination date and reinstatement.

Please be aware that an appeal decision is final.

## What happens next?

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In most cases, this Capability procedure successfully helps you to achieve your objectives. This means that the formal procedure stops.

Sometimes, we see people improve for a while, but for some reason performance or attendance dips again. If this happens to you within 12 months of you coming off the procedure, we will want to work with you to find out why to get you back on track. In these situations, it's likely that your manager will start the process again, at the stage previously reached.

