

	<i>Level of officer subject to capability procedure</i>			
Action under the Procedure	Directors and Assistant Directors	Executive Directors	Statutory Officers (with the exception of the Head of Paid Service)	Chief Executive/Head of Paid Service
Identification of performance concerns	In the first instance, performance issues would normally be dealt with informally by line manager as part of day-to-day management. Once informal support is exhausted under policy line-manager to trigger capability hearing stage 1.	In the first instance, performance issues would normally be dealt with informally by line manager as part of day-to-day management. Once informal support is exhausted under policy line-manager to trigger capability hearing stage 1.	In the first instance, performance issues would normally be dealt with informally by line manager as part of day-to-day management. Once informal support is exhausted under policy line-manager to trigger capability hearing stage 1.	In the first instance, performance issues would normally be dealt with informally by line manager as part of day-to-day management. Once informal support is exhausted under policy line-manager to trigger capability hearing stage 1.
Capability hearing Stage 1 & 2	Line Manager in consultation with Head of HR.	Line Manager in consultation with Head of HR.	Line Manager in consultation with Head of HR.	Employment Panel in consultation with Head of HR.
Capability hearing Stage 3	Executive Director in consultation with Head of HR.	Employment Panel.	Employment Panel.	Differently constituted Employment Panel.
Dismissal	Executive Director in consultation with Head of HR & Monitoring Officer.	Employment Panel in consultation with Head of HR & Monitoring Officer.	The Combined Authority must vote, taking into account the recommendations of the Employment Panel.	The Combined Authority must vote, taking into account the recommendations of the Employment Panel.
Appeal against action short of dismissal	Chief Executive in consultation with Head of HR & Monitoring Officer.	Differently constituted Employment Panel.	Differently constituted Employment Panel.	Differently constituted Employment Panel.

Appeal against dismissal	Chief Executive in consultation with Head of HR & Monitoring Officer.	Differently constituted Employment Panel.	The officer will respond to the findings of the capability process and recommendations before a vote is taken by the Combined Authority.	The officer will respond to the findings of the capability process and recommendations before a vote is taken by the Combined Authority.
---------------------------------	---	---	--	--

Indicates change in decision-maker

Indicates no change in decision-maker