



# Beacon Academy Trust

A COMPELLING VISION FOR SUCCESS

## CAPABILITY POLICY AND PROCEDURE

<b>Approving Body</b>	Trust
<b>Date of Last Review</b>	November 2018
<b>To be Reviewed</b>	November 2021
<b>Statutory (Y/N)?</b>	Y
<b>Authorised</b>	BMAT CEO

## **I. INTRODUCTION – PURPOSE, SCOPE AND GUIDING PRINCIPLES**

1. BMAT is responsible for setting realistic standards of performance, explaining them clearly to employees, and supporting employees to achieve them. Equally, all employees are responsible for performing their duties to an acceptable standard.
2. This policy provides a framework for:
  - a. Dealing with concerns about an employee's ability to perform the work required or expected of them to the required standard. 'Ability' may include an employee's skill, aptitude, health or any other physical or mental quality in relation to their role; and
  - b. Managing underperformance fairly and consistently, by ensuring that the primary focus of capability proceeding is to improve employee performance to the required standard(s).
3. Scope:
  - a. This policy applies to all employees employed by BMAT, including teaching staff, support staff and members of the BMAT senior leadership teams.
  - b. This policy does not apply to employees in their probationary period; said employees should refer to their BMAT contract of employment and the [BMAT Probationary Policy and Procedure](#).
  - c. This policy may apply to NQTs in their statutory induction period (Education (Induction Arrangements for School Teachers) Regulations 2012, as amended) if there are serious capability concerns, which call for dismissal prior to the end of that period.
  - d. This policy does not apply to issues of misconduct; in these circumstances the [BMAT Disciplinary Policy and Procedure](#) will be enforced.
  - e. Where there are issues relating to ill health, the [BMAT Sickness Absence Management Procedure](#) should be consulted to ensure that the most appropriate action is taken.
4. General Principles:
  - a. This Policy will be implemented with due regard to the ACAS Code of Practice and relevant legislation;
  - b. This Policy is not contractual and may be amended through normal BMAT procedures;

- c. It is the responsibility of line/performance managers to address performance issues at an early stage and, wherever possible, on an informal basis.

5. Timescales:

- a. Every effort will be made to comply with the timescales contained within this Policy. Where the complexity and/or specific circumstances of a case require an extension, this will be communicated in writing to the employee(s) concerned and their agreement will be sought.
- b. For BMAT teaching staff, all timescales stated in this procedure will be school working days and weeks (meaning Monday to Friday during term time and excluding school holidays). For members of BMAT senior leadership teams, there may be exceptions in accordance with contractual terms and conditions.
- c. For non-teaching staff who work term-time only, all timescales stated in this procedure will be school working days and weeks (meaning Monday to Friday during term time and excluding school holidays).
- d. For non-teaching staff who work 52 weeks per year, all timescales stated in this procedure will be working days and weeks (meaning Monday to Friday including school holidays).

6. Invoking the Formal Procedure:

- a. The formal capability procedure will usually be applied sequentially. However, in very serious cases it may be appropriate to move immediately to Stage Two or Stage Three, without having applied the earlier stages. This should occur only in exceptional circumstances and advice should be sought from HR first.

7. Right of Accompaniment:

- a. Employees have a statutory right to be accompanied at formal capability hearings by a colleague, trade union representative or an official employed by a trade union ['companion']. They will be advised of this in writing.
- b. The right of accompaniment does not extend to the informal stage of this Policy, because it cannot result in a formal sanction. Employees may make a reasonable request to be accompanied during the informal stages of this Policy, but granting such requests is at BMAT's discretion.
- c. If a companion cannot attend a meeting which is subject to the statutory right of accompaniment, then the employee should request to postpone to a

convenient time, no more than five working days after the original date, (see guidance on timescales). BMAT will agree to such a request.

- d. A trade union representative who is not an employed official must have been certified by their union as being a competent companion.
  - e. Companions may put the employee's case and confer with him/her in private.
  - f. Companions may not answer questions on the employee's behalf, make submissions against the employee's wishes or obstruct either side from putting its case.
8. Right of Appeal: Employees may appeal against any formal action issued against them because of this procedure.
9. Records:
- a. BMAT keeps a written record of all capability cases.
  - b. Electronic recordings of formal or informal meetings under this Policy are not permitted, by BMAT or employees.
  - c. Copies of meeting records should be given to employees. BMAT may redact information to preserve confidentiality and/or protect witnesses.
  - d. Coaching put in place because of the informal stage of this Policy will not be stored on personnel files nor considered for disciplinary purposes.
  - e. First warnings resulting from this Policy shall be spent and disregarded for disciplinary purposes after one year of satisfactory conduct and performance.
  - f. Final warnings resulting from this Policy shall be spent and disregarded for disciplinary purposes after two years of satisfactory conduct and performance.
  - g. Formal action resulting from the application of this Policy will not be based on spent misdemeanours, but the fact that one exists may explain why BMAT does not substitute a lesser sanction (in keeping with
  - h. Decisions to dismiss will be shredded after six years.
  - i. All records will be processed in accordance with the Data Protect Bill 2018 and the General Data Protection Regulation ('GDPR') -See [BMAT Data Protection Policy](#)
10. HR involvement: HR should attend all formal capability meetings to take notes and/or advise where appropriate.
11. Confidentiality: Capability matters are confidential and must not be disclosed unless permitted by law and/or this Policy.

12. Capability Action against Trade Union Officials: Action under this Policy will not be taken against an accredited trade union representative until a full-time officer of their trade union has been informed.

## **II. INFORMAL PROCEDURE**

13. In the first instance, it will be appropriate to deal with most concerns about performance or capability informally. This should form part of the normal day-to-day performance management process.

14. Concerns should be raised with and handled by the employee's performance manager, as follows:

- a. If the concerns relate to non-senior members of teaching and support staff, then they should be raised with and handled by the appropriate performance manager (e.g. heads of department, heads of key stage and senior leaders with responsibility for overseeing the leadership of a department).
- b. If the concerns relate to a member of a BMAT senior leadership team, then they should be raised with and handled by the appropriate school principal.
- c. If the concerns relate to a member of the BMAT Trust Executive, including school principals, then they should be raised with and handled by the BMAT CEO.
- d. If the concerns relate to the BMAT CEO, then they should be raised with and handled by the Chair to the Trust.

15. After being notified of concerns, the appropriate line manager, as above, should invite the subject of the concerns to an informal meeting to:

- a. Remind them of the expected standards; and
- b. Discuss possible shortcomings in performance; and
- c. Allow them to explain their performance;
- d. Establish the likely cause(s) of underperformance;
- e. Encourage improvement; and
- f. Consider providing coaching.

16. The appropriate performance manager may complete an informal Staff Interview / Coaching Statement - Appendix A, sign it, and ensure that the employee countersigns it. Both parties should retain a copy.

17. The employee will be advised when the matter(s) will be reviewed.

18. If further problems arise before the review date, then appropriate action will be taken.
19. It is at the appropriate line manager's discretion whether or not to arrange for coaching to be provided. As a general rule, coaching statements should be completed so that interests are protected if further action is taken against or by the subject of the concerns. Coaching is in keeping with the spirit of this Policy, since it seeks to secure improvements in performance through constructive feedback and support.
20. Brief notes will be kept, whether or not a coaching statement is completed
21. Application of the formal capability procedure will then only be necessary if informal support to address the concerns were not successful.
22. Notwithstanding this, if the concerns are sufficiently serious then it may be necessary to implement the formal procedure without addressing the concerns informally. As a general rule, concerns are more likely to be serious when they relate to senior employees and/or when the concerns relate to performance or capability concerns over an extended period of time. The decision to 'leap frog' the informal stage should be made by the appropriate line manager, as above; advice should be sought from HR.

### **III. FORMAL CAPABILITY INTERVIEWS – GENERAL REQUIREMENTS**

23. If performance does not meet acceptable standards and informal action is not considered appropriate or has not succeeded in addressing the issue(s), managers should consider whether there are grounds for undertaking formal action under this Policy.
24. In doing so, managers should seek the approval of a member of the Trust Executive (usually the relevant school principal). Unless the relevant member of the Trust Executive advises otherwise, a Stage One Capability Interview will be convened.
25. At least five working days' notice in writing will be given of the formal Capability Interview (see working days guidance):
  - a. The notification will contain sufficient information about the purpose of the meeting, the concerns and their possible consequences, to enable the subject of those concerns to prepare to respond at formal interview;

- b. The written notification should also contain copies of any written evidence, which should have identifying information redacted if it is necessary to protect witnesses;
  - c. The notification will include details of the date, time and place of the interview; and
  - d. The notification will advise the employee of their right to be accompanied, as above.
26. Capability interviews will be conducted by a member of the Trust Executive or a member of a Senior Leadership Team to whom responsibility has been delegated. HR should attend to take notes and, where appropriate, give advice.
27. Conducting capability interviews with senior employees:
- a. If the subject of a capability interview is a member of a BMAT senior leadership team, then the interview will be conducted by a member of the Trust Executive.
  - b. If the subject of a capability interview is a member of the Trust Executive, then the interview will be conducted by the BMAT CEO.
  - c. If the subject of a capability interview is the BMAT CEO, then the interview will be conducted by the Chair of the Trust.
28. At least three working days prior to a formal capability meeting the employee will inform the person conducting the meeting of:
- a. The names of any nominated witnesses they wish to call;
  - b. Any written submissions they wish to have considered;
  - c. Any documentary evidence they intend to rely on at the meeting; and
  - d. Where requested, an explanation of the relevance of their own and any witness evidence.
29. The aims of the formal capability interviews include:
- a. Setting out the required standards that it is considered the employee has failed to meet and considering any relevant evidence;
  - b. Giving the employee the opportunity to ask questions, present evidence, call witnesses, respond to evidence and make representations;
  - c. Establishing the likely causes of underperformance including any reasons why measures taken so far have not led to the required improvement;

- d. Identifying whether there are any further measures, such as additional training or supervision, which may improve performance;
  - e. Discussing and agreeing where possible targets for improvement and a timescale for review; and
  - f. Ensuring a reasonable period of time is provided for the employee to demonstrate improved performance.
  - g. If dismissal is a possibility (Stage 3 only), establishing whether there is any likelihood of a significant improvement being made within a reasonable timeframe and whether there is any practical alternative to dismissal.
30. Regardless of the outcome, notes will be taken during a capability interview and a copy will be sent to the employee. This should be by a member of HR.
31. Capability interviews may be adjourned before the person conducting them reaches a decision, for example, if further investigation is needed, or that more time is needed to consider any additional relevant information. The reasons for and length of adjournment will be confirmed in writing.
32. Employees will be informed that they have the right to appeal against the issuing of formal warnings/sanctions, and of the process for doing so (Stage VII of this Policy). Ideally, they should be informed verbally in interviews and in writing after interviews.

#### **IV. FORMAL PROCEDURE – STAGE ONE CAPABILITY INTERVIEW**

33. The employee will be invited to the interview in accordance with the above guidance in Section III.
34. The person conducting the capability interview may conclude that there are insufficient grounds for pursuing the capability issue and that it would be more appropriate to continue to address the remaining concerns through the performance management process or other informal means. In such cases, the capability procedure will come to an end and this should be confirmed in writing.
35. Where the person conducting the Stage One Capability Interview concludes that formal action under this policy is appropriate, the Capability Interview will continue and the person conducting it will:
- a. Identify the shortcomings in the employee's performance and, where appropriate, refer to any relevant frameworks or documented expectations

(e.g. job description, performance management reviews, Teachers' Standards, informal coaching forms).

- b. Give clear guidance on the improved standard of performance required, to ensure that the employee can be removed from formal capability procedures if s/he is capable (this may include the setting of new objectives focused on the specific weaknesses that need to be addressed, any success criteria that might be appropriate and the evidence that will be used to assess whether or not the necessary improvement has been made);
  - c. Explain and discuss any support that will be available to help the employee to improve their performance; (e.g. coaching, mentoring, training, structured observations)
  - d. Set out the timetable for improvement and explain how performance will be monitored and reviewed. The timetable will depend on the circumstances of the individual case. It is for BMAT to determine the length of the period set; it should be proportionate in the circumstances, usually no less than one half term but usually no more than a full term; and should provide sufficient opportunity for an improvement to take place. Relevant factors to consider include the impact of the unsatisfactory performance, the support being put in place and the seriousness of the shortcomings;
  - e. Obtain the employee's signed agreement to the plan for support, monitoring and review. Where agreement is not possible, the school principal/senior manager will determine the plan to be implemented. Sufficient time should be allowed to enable the employee to reflect and respond to feedback (e.g. for teaching staff, sufficient time between lesson observations should be granted).
  - f. Inform the employee that they are being issued with a formal written warning and that failure to improve within the set period could lead to a final written warning or dismissal
  - g. Inform the employee that first warnings will remain on their personnel file for one year; and that final warnings will remain for two years (see above).
36. A performance monitoring and review period will follow the formal capability interview (Appendix B – Formal Monitoring and Review Plan). During the monitoring and review period:

- a. Monitoring meetings will take place between the employee and their manager, at agreed intervals, to review progress against the identified objectives or improvements required and monitor the implementation of support plan.
- b. Written feedback should be given promptly to the employee so that they are aware of how well they are progressing and what (if any) concerns remain.
- c. The employee should be reminded that first warnings will be spent after one year of satisfactory performance and that, if their performance lapses below the required standard before the end of this period, then the capability process may be re-entered at the stage previously applied or the stage above it if the circumstances so warrant.

#### **V. FORMAL PROCEDURE - STAGE TWO CAPABILITY INTERVIEW**

37. If the employee has failed to meet the performance targets as set out in the Formal Monitoring and Review Plan, or there is further evidence of underperformance while the monitoring and review period is still active, or the performance issues are sufficiently serious, the employee may be required to attend a formal stage two meeting.
38. Stage Two Capability Interviews will be conducted in accordance with the guidance set out above, in Section III. They will be conducted by a member of the Trust Executive or a member of a Senior Leadership Team to whom responsibility has been delegated. Where possible, Stage Two Capability Interviews will be conducted by the same person that conducted the Stage One Capability Interview. HR should be present to advise and take notes.
39. The person conducting the Stage Two Capability Interview will review the action taken to date, the outcome of any support and monitoring period put in place and outline the continuing concerns about performance. The employee will be able to respond to the concerns and make representations about them.
40. If the person conducting the Stage Two Capability Interview is satisfied with the explanation of the employee and/or that the employee has made sufficient improvement, then:
  - a. The capability process will cease and normal performance management arrangements will re-commence. This will be confirmed in writing, with

details of the standards of performance to be maintained and the implications if further concerns about performance arise in the future;

- b. The employee should be reminded when formal first warning will be spent and that, if their performance lapses below the required standard before the end of this period, the capability process may be re-entered at the stage previously applied or the stage above it if the circumstances so warrant.

41. If some progress has been made and there is confidence that more is likely, then:

- a. It may be appropriate to extend the monitoring and review period under Stage One without issuing a final written warning under Stage Two. The Formal Monitoring and Review Plan should be revised and co-signed by the employee.
- b. A further Stage Two Capability Interview will be convened at the end of the extended period.

42. If no, or insufficient improvement has been made during the Stage One monitoring and review period, then:

- a. A final written warning will be issued;
- b. The employee will be informed that the warning will remain on their file for two years, that they have the right to appeal against its issue (Section VII);
- c. The employee will be informed in writing that failure to achieve an acceptable standard of performance, within the set timescale, may result in dismissal; and they should be given information about the handling of the further monitoring and review period.
- d. A revised Formal Monitoring and Review Plan should be implemented and co-signed by the employee.

43. During the final monitoring and review period:

- a. Monitoring meetings will take place between the employee and their manager, at agreed intervals, to review progress against the identified objectives/improvements required and monitor the implementation of the Plan;
- b. Written feedback should be given to the employee so they are aware of how they are progressing and what concerns remain;
- c. The employee should be reminded that their final warning will be spent after two years, unless their performance lapses below the required standard before the end of this period. In these instances, the procedure may be re-

entered at the stage previously applied or the stage above it if the circumstances so warrant.

44. At the end of the monitoring and review period, a review meeting will be held to consider whether sufficient progress has been made and what further action may be appropriate:
- a. If some progress has been made and there is confidence that more is likely, it may be appropriate to extend the monitoring and review period, in accordance with Paragraph 41, above. This is less likely at Stage Two.
  - b. If no, or insufficient improvement has been made during the monitoring and review period, the appropriate member of the Trust Executive or a senior leadership team will advise the employee in writing that a Stage Three Capability Hearing will be convened to consider dismissal on the grounds of capability; and that the statutory right of accompaniment applies.

## **VI. FORMAL PROCEDURE - STAGE THREE CAPABILITY HEARING**

45. As with the formal Capability Interviews at Stages One and Two, employees will be invited to Stage Three Capability Hearings in accordance with the guidance above, in Section III.
46. The options available at a Stage Three Capability Hearing are:
- a. To determine that the employee should cease to work in his/her present post;
  - b. To determine that the employee should cease to work in his/her present post but offer employment in another post;
  - c. To determine that the monitoring and support programme should be continued for a defined timescale;
  - d. To determine that the employee should continue to work for BMAT and that no further formal action under this Policy is required;
47. Recommended Format for a Stage Three Capability Hearing:
- a. Hearings should be chaired by the BMAT CEO, who may delegate to a member of the Trust Executive where necessary and/or appropriate.
  - b. A Presenting Manager will attend the Hearing to present the case for dismissal. Wherever possible, s/he should be the person responsible for conducting the Capability Interviews at Stages One and Two.

- c. A member of should attend as Adviser to the Chair. During the hearing, the Adviser may alert the Chair to any points requiring clarification. By way of response, the Chair may allow the Adviser to ask questions of the relevant party to clarify the matter(s).
- d. The Chair will explain the purpose of the hearing, summarise the action taken, ensure that introductions are made and outline the format of the hearing.
- e. The Presenting Manager will present the case in the presence of the employee and his/her representative, including reference to witness statements, other written evidence and any live witnesses.
- f. The employee and his/her representative will have the opportunity to question the evidence given by the Presenting Manager and any witnesses called, in the order that they are called.
- g. The Chair will have the opportunity to ask questions of the evidence given by the Presenting Manager and any witnesses called, in the order called.
- h. The employee and his/her representative will put his/her case, including written statements, other written evidence and any live witnesses.
- i. The Presenting Manager will have the opportunity to ask questions of the evidence given by the employee and any witnesses called, in the order that they are called.
- j. The Chair will have the opportunity to ask questions of the evidence given by the employee and any witnesses called, in the order that they are called.
- k. The Presenting Manager and then the employee (or his/her representative) will have the opportunity to sum up their cases if they so wish.
- l. The Presenting Manager, employee (or his/her representative) and any witnesses will withdraw from the Hearing.
- m. The person(s) hearing the case will deliberate in private and come to a decision, only recalling the Presenting Manager and the employee to clear points of uncertainty on evidence already given. If recall is necessary, both parties are to return, notwithstanding that only one is concerned with the point giving rise to doubt.
- n. The Chair should call the employee, his/her representative and the Presenting Manager back into the hearing and notify them of the decision. The decision

will be confirmed to the employee in writing within five working days of the hearing.

- o. In unusually complex and/or serious cases, it may not be possible to come to a decision on the day of the hearing. In these cases, the Chair will give the employee a written undertaking that the decision will be communicated to them in writing, ideally within two working days of the hearing but in any event no more than five working days after the Hearing.

48. Conducting Stage Three Capability Hearings with Senior Employees:

- a. If the subject of a Stage Three Capability Hearing is a member of a senior leadership team, then the hearing will be chaired by the BMAT CEO and the appropriate school principal will act as the Presenting Manager.
- b. If the subject of a Stage Three Capability Hearing is a member of the Trust Executive, then the hearing will be chaired by the Chair of the Trust and the BMAT CEO will act as the Presenting Manager.
- c. If the subject of a Stage Three Capability Hearing is the BMAT CEO, then the hearing will be chaired by the Chair of the Trust and a Trustee appointed by the Chair of the Trust will act as the Presenting Manager.

## **VII. APPEAL**

49. At any stage of the formal procedure, as an alternative to appealing against a formal warning, an employee may request to have a statement placed on their personnel file, indicating their views and comments regarding the formal action taken.

50. Where an employee feels that capability action taken against them (e.g. a first warning, a final warning or dismissal) is wrong or unjust, then s/he may appeal against the decision. Common grounds for appeal include:

- a. New and material evidence;
- b. Undue severity;
- c. Inconsistency in disciplinary action;
- d. Bias or discrimination of/by the Investigating Officer or Chair of the disciplinary hearing.

51. Within five working days of the decision to take capability action, employees will submit the Capability Appeal Form (Appendix C) to HR, in person or at [hr@beaconacademytrust.co.uk](mailto:hr@beaconacademytrust.co.uk).
52. The onus is on the appellant to establish the ground(s) of appeal; materiality to the decision to take capability action and what action to take; and the detriment they have suffered as a result.
53. In exceptional cases, appeals may be dismissed on the papers (i.e. without a hearing) if BMAT has reasonable grounds to believe that the appeal is vexatious, baseless and/or inarguable (e.g. because the evidence in favour of formal action was exceptionally strong and/or because the employee has made no arguable case in response and/or because the employee has used the appeal form to attack BMAT and/or the person(s) responsible for enforcing the capability procedure.
54. HR will acknowledge the appeal within five working days of receipt of the appeal form.
55. All parties will be informed of the time, date and venue of the appeal hearing at least five school days prior; the statutory right of accompaniment applies, as above.
56. The procedure for appeal hearings will be the same as the procedure for the Stage Three Capability Hearing, except that in the employee will present the case for appeal first.
57. Appeals will be impartial and cannot result in an increase to any penalty. The Committee may ratify, nullify or reduce the severity of the disciplinary action.
58. Appeals will not take the form of a rehearing; the purpose is to review the decision and the decision making process. Exceptions may be made if the appellant submits evidence to suggest that there was bias or discrimination in the investigatory and/or disciplinary process.
59. The options open to the Appeal Panel in considering an appeal will be to either:
  - a. Uphold the appeal in full or in part and substitute an alternative decision as provided for under the relevant part of this procedure, depending under which stage of the procedure the original decision was made; or
  - b. Reject the appeal in full or in part and uphold the decision that is being appealed.

## **APPENDIX A – INFORMAL COACHING STATEMENT**

Date	
Name of employee.	
Name of employee's line manager.	
What are the required standards of performance?	<i>Wherever possible, refer to objective standards (e.g. role specification; Teachers' Standards) and give dates of specific incidents.</i>
What are the possible shortcomings in performance?	
What are the employee's targets/objectives?	

How will the performance manager support the employee to obtain his/her targets or objectives?

(Include dates/proposed schedule where appropriate).

On what date will the employee's performance be reviewed i.e. when will a decision be taken whether or not to consider engaging formal action under the BMAT Capability Policy and Procedure?

Declaration:

By signing this form, both parties agree that they understand its contents and that if concerns continue to be raised about the employee's performance, then formal action may be taken.

Employee's signature:

Manager's signature:

**APPENDIX B – FORMAL MONITORING AND REVIEW FORM (STAGES ONE AND TWO)**

FORMAL MONITORING AND REVIEW FORM	
Date	
Name of employee.	
Name of employee's line manager.	
Name of person responsible for engaging formal capability procedure.	
What stage of the formal capability procedure is in force?	Stage One (formal warning) <input type="checkbox"/> Stage Two (final warning) <input type="checkbox"/>
What are the shortcomings in performance?	<i>Wherever possible, refer to objective standards (e.g. role specification; Teachers' Standards) and give dates of specific incidents.</i>
What are the employee's objectives?	
What is the deadline for improved performance?	

Please explain the proposed schedule for monitoring and reviewing the employee's performance, prior to the above deadline (e.g. informal meetings at the same time once every fortnight to discuss concerns/improvements).

Declaration:

By signing this form, both parties agree that they understand its contents and that if the employee fails to achieve his/her objectives within the agreed timescale, then more serious action will be taken; depending on the circumstances, this may include dismissal.

Employee's signature:

Manager's signature:

**APPENDIX C – CAPABILITY APPEAL FORM**

CONTACT DETAILS	
<i>This form must be submitted to HR within five working days of the decision to take capability action. Your appeal will be acknowledged within five working days of receipt; and a hearing will be convened within 20 school days.</i>	
Name	
APPEAL INFORMATION	
Today's Date	
What sanction are you appealing against? (Tick as appropriate)	Stage One Formal Warning <input type="checkbox"/> Stage Two Final Warning <input type="checkbox"/> Stage Three Dismissal <input type="checkbox"/>
Date of decision to impose the above sanction.	
Name of the decision maker.	
<u>Summary of Appeal – Explain:</u>  The ground(s) of your appeal;  Their materiality to the decision to take the aforesaid action against you;  The detriment you have suffered as a result.  Provide as much detail as possible.  Attach additional sheets if required.	

## APPENDIX D. FLOWCHART OF BMAT CAPABILITY PROCEDURE

