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**1. Introduction**

- 1.1 Please note that the  
Wales. It does not a
- 1.2 It is important that th  
and reasonably at all

iplinary matters in England and

process the employer acts fairly

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**2. Preparing for the meeting**

- 2.1 In preparation for a c
- 2.1.1 Ensure the emp  
knows why th
- 2.1.2 Arrange for so  
meeting, whe
- 2.1.3 Review the d
- 2.1.4 Ensure that a  
list of points t
- 2.1.5 Look into any
- 2.1.6 Review the ca  
are available  
and written st
- 2.1.7 Allow the emp  
with copies of
- 2.1.8 Allow the emp  
and make sui
- 2.1.9 Get written st  
unwilling to at
- 2.1.10 Allow the emp
- 2.1.11 Take any spe  
issues affecti
- 2.1.12 Take the nec  
person who w  
motives are g
- 2.1.13 Consider wh  
look into them
- 2.1.14 Arrange an in
- 2.1.15 Consider whe  
the employee
- 2.1.16 Where the en  
employee's a  
time official.

oyers / managers should:

reasonable written notice and  
attend the meeting;

the case to take notes at the

that it is followed systematically;

investigated in advance, make a  
about the structure of the meeting;

action that was taken;

the relevant facts and documents  
ords, other relevant documents  
appropriate;for their case, and provide them  
and witness statements in advance;and following a reasonable request  
the employee's companion;

esses who are either unable or

or submit witness statements;

account, for example personal

dealing with evidence from a  
ous and check that the persons

yee may offer, and if possible

where necessary;

adjustments need to be made where  
abilities; andrepresentative, obtain the  
case with the trade union full-

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3. **Conduct of the meeting**

- 3.1 At the disciplinary meeting, the chair should:
  - 3.1.1 Introduce those present and explain why they are there;
  - 3.1.2 Explain the role of each person present;
  - 3.1.3 Explain how the meeting will be conducted;
  - 3.1.4 Explain the purpose of the meeting and whether disciplinary action should be taken;
  - 3.1.5 State precisely what the allegations are, going through them in detail;
  - 3.1.6 Allow the employee to make any statements and call any witnesses and ask them questions;
  - 3.1.7 Give the employee an opportunity to state their case and answer any allegations then ask the employee questions. Furthermore listen carefully when responding to questions put to them;
  - 3.1.8 Establish whether the employee admits any wrong doing or unacceptable behaviour and discuss steps to remedy the situation;
  - 3.1.9 Allow the employee to ask questions and confer privately with any other person to ask questions and answer them;
  - 3.1.10 Use the meeting to establish whether the employee has any explanation for the alleged poor performance, whether the employee has any special circumstances which should be taken into account;
  - 3.1.11 Bring the procedure to a conclusion if the employee has provided a satisfactory explanation or there is no real evidence to support the allegations;
  - 3.1.12 Keep the meeting focused on the issues, encouraging a two-way discussion;
  - 3.1.13 Take breaks if necessary if the employee is tired or upset in the meeting;
  - 3.1.14 Not get involved in personal or humiliating remarks;
  - 3.1.15 Sum up the meeting and allow the employee to say anything further to say;
  - 3.1.16 Adjourn to review the case and decide if there might be reasons for a different decision.

4. **After the meeting**

- 4.1 The decision must be made in writing and explain the next stage in the disciplinary process. The employee may wish to appeal.

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ee and explain why they are  
persons present;  
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to establish whether disciplinary  
with the disciplinary procedure;  
outlining the case briefly and  
see any statements made by  
ppropriate;  
state their case and answer any  
thermore listen carefully when  
responding to questions put to  
ots any wrong doing or  
nd discuss steps to remedy the  
g person to ask questions and  
cts, whether the employee has  
duct or unsatisfactory  
ny special circumstances which  
comes clear that the employee  
or there is no real evidence to  
ncouraging a two-way discussion  
eated or the employee becomes  
e personal or humiliating  
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m the employee of when they  
ee in writing and explain the next  
mployee be dissatisfied and