

CYNGOR SIR POWYS COUNTY COUNCIL
Disciplinary Policy –
Framework Tool Kit

DRAFT

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Cyngor Sir Powys County Council

Disciplinary Policy – Framework Tool Kit

This template letters and forms section forms part of the Council's Disciplinary Framework and should be read in conjunction with the Disciplinary Policy and Guidance. These template letters and forms will provide managers with the tools to actively manage discipline in-line with the other two sections of the framework.

Contents

	Page
Part one – Template Letters	
1	Letter confirming Informal one to one discussion
2	Confirmation of suspension letter
3	Disciplinary Interview – witness invitation letter
4	Disciplinary Interview – employee invitation letter
5	Notification of outcome of investigation letter – case to answer
6	Notification of outcome of investigation letter – no case to answer/ informal supervisory support
7	Invitation to first formal disciplinary meeting
8	Outcome of first formal disciplinary meeting letter
9	Invitation to formal disciplinary hearing – employee
10	Invitation to formal disciplinary hearing – witness
Part 2 – Forms	
1	One to One meeting pro-forma
2	Communication form
3	Witness statement pro-forma
4	Employee statement pro-forma
5	Outcome of investigation & management report pro-forma
6	Disciplinary hearing pack – front cover
7	Disciplinary hearing pack – contents list

Part 1

Template letters

DRAFT

1) Letter confirming informal one to one discussion

Letter confirming what was discussed at the employee's supervision/1-1 meeting. You should document what was discussed, what actions were agreed, if any and a review of conduct/performance. (Please guidance notes ??)

Dear (EMPLOYEES NAME)

Re: Discussions from our informal 1-1 meeting on (DATE)

Further to our informal 1-1 meeting on (DATE), I am writing to confirm our discussions from the meeting, any agreed actions and the agreed date to review your conduct/performance.

At the meeting you were accompanied by (NAME), from (Name Union)/ work colleague. (Delete if unaccompanied)

Please find below the notes taken at the meeting. If you feel there is anything you wish to add or edit please let me know and I will amend the notes accordingly, if appropriate. If I do not hear anything from you by **Date (usually 10 days after date of letter)**, I will assume you accept them as an accurate record of the meeting.

Conduct/Performance

Outline any conduct/performance issues, explain that they were being discussed informally and no further formal action would be taken at this stage. Explain why the issues have been raised and what impact they are having (e.g. on the team/ individuals work/ the public/ service users/ the council as a whole). Identify what's going wrong and what is expected of the employee and highlight that improvement is required

Agreed Actions

Confirm any agreed actions for improvement, what the employee is expected to do and any support that can be provided by you as a manager or has been requested by the employee. Confirm the review date for each agreed action and how this will be reviewed and recorded, if a further informal meeting is required a date should be scheduled and noted in this letter.

2) Confirmation of suspension letter

To be used following a suspension meeting and filled with the relevant details as transpired during the suspension.

Dear

Re: Suspension from work

I am writing to formally confirm the details of your suspension, as outlined in our meeting of (Date).

During the suspension you were given an opportunity to seek advice and/or have someone in the meeting with you. You were also given the opportunity to challenge the reason for the suspension. You stated (update with challenge reasons). These matters were considered and a response given that (update with response).

The reason for your suspension is to investigate the allegations made against you that "...".

You are suspended on full pay while investigations take place into the allegations made against you.

Suspension is not a punitive action. It allows an investigation to be carried out without prejudice.

All terms and conditions remain the same while the suspension is in place. For example, any leave booked will remain in place and in no circumstances must you undertake any other work, paid or unpaid for the hours you are currently contracted by PCC for the duration of your suspension.

While you are suspended on full pay you are to be available to be called for interview at any time during your normal working hours or Powys office hours as long as reasonable notice is given. While appointments may need to be tied into representatives' availability you must endeavour to be available during these times while the suspension is in place. If at any time you wish to be unavailable to be called you must book leave.

If you are sick during your suspension you will be entitled to sickness payments in accordance with the authority's absence management policy. You will require medical certification for any absences over 7 days and will still be expected to meet with investigating officers within reason. During any absences you remain subject to the same principles of suspension while you are suspended from work.

I would remind you that you are not to contact any person working for the authority, or visit council premises unless expressly invited by your managers or investigating officers. You were informed that you can request access to some Council buildings and/or employees i.e. Leisure Centres and family members as long as they are not your own place of work and/or employees who are likely to be involved in the formal investigation process. You asked (update) the response was (update).

Your contact officer, for the duration of the suspension, is (name, job title). They can be contacted on (number). Any contact made to the Council must be through your contact officer or representative.

Staff who do not adhere to the principles stated above may be subject to further disciplinary action.

All identification, or items with a Powys Logo has been taken from you, including badges, protective clothing, mobile phones or PDA's, and keys to council premises. Also any vehicles must remain in the council depot. These will be returned once the suspension is lifted, if appropriate.

You will be interviewed formally by the officers nominated to investigate this allegation. Once the investigation is complete disciplinary action may result.

You may wish to engage a representative to act on your behalf. Your representative may then contact your contact officer to find out who the investigating officers are if they wish to make contact.

A copy of the Council's Disciplinary Policy & Procedure is enclosed for your information.

You will be contacted in the next few days to arrange a meeting, so that you may be given opportunity to respond to the allegations made against you and provide a statement to the investigating officers on the above allegations.

We appreciate that suspension can be an unsettling time for staff and have enclosed a copy of our counselling leaflet to offer our support for you at this difficult time.

Suspensions are reviewed by the Head of HR the last Thursday of every month. If you have any information you wish to be considered at the review please send it to Head of HR, County Hall, Llandrindod Wells, Powys, LD1 5LG.

Yours

3) Disciplinary Interview – witness invitation letter

To be used when inviting witnesses in to speak about what they may have seen or know regarding the allegation.

Dear (EMPLOYEES NAME)

Re: Invite to Investigation Interview - Date

Dear [Name],

Investigation Interview – [Date]

I am writing to invite you to attend an investigation interview as a witness with myself on [Date] at [Time] at [Location]. I will be accompanied at the interview by [HR Advisers/Second Investigating Officers Name], HR Adviser. On arrival please report to reception.

The purpose of the interview is to take a formal statement from you and investigate the following allegations made against [Name of employee who the allegations are against]:

[List Allegations]

This matter will be investigated under the Council's Disciplinary Procedure, a copy of which is enclosed.

You are entitled to have a Union representative or work colleague at this interview. providing they are not involved in the investigation, if you would like to bring a work colleague, please inform me of their name so that I can confirm they are not part of the investigation. Please be advised that it is your responsibility to arrange representation should you wish to be accompanied at the interview.

The matter must remain confidential and should not be discussed with anyone other than you trade union representative of work colleague, In the meantime, should you have any further queries please do not hesitate to contact me on the numbers above.

Yours sincerely,

Manager Name
Job Title

C.c :
Enc: Disciplinary Procedure

4) Disciplinary Interview – Employee Invitation Letter

To be used when inviting the employee being investigated in to speak about the allegation.

Dear (EMPLOYEES NAME)

Re: Invite to Investigation Interview - Date

Dear [Employees Name],

Investigation Interview – [Date]

I am writing to invite you to attend an investigation interview with myself on [Date] at [Time] at [Location]. I will be accompanied at the interview by [HR Adviser/Second Investigating Officers Name], HR adviser. On arrival please report to reception.

The purpose of the interview is to take a formal statement from you and investigate the following allegations made against you:

[List Allegations]

This matter will be investigated under the Council's Disciplinary Procedure, a copy of which is enclosed.

You are entitled to have a Union representative or work colleague at this interview providing they are not involved in the investigation, if you would like to bring a work colleague, please inform me of their name so that I can confirm they are not part of the investigation. Please be advised that it is your responsibility to arrange representation should you wish to be accompanied at the interview.

The matter must remain confidential and should not be discussed with anyone other than you trade union representative or work colleague, In the meantime, should you have any further queries please do not hesitate to contact me on the numbers above.

Your sincerely

HR Adviser

C.c [Manages Names], Investigating Officer

Enc:

5) Notification of outcome of investigation letter – case to answer

To be used to notify the employee under investigation of the outcome of the investigation if the decision has been taken that there is a case to answer and to move forward to a disciplinary hearing.

Dear [Employees Name],

Investigation Outcome

Thank you for meeting with myself and [Name], HR Adviser on [Date] to discuss the allegations made against you as detailed below:

[List Allegations]

Following conclusion of the investigation and a review of the evidenced collected during the fact finding stage I can confirm that the outcome of the investigation. The decision has been made that there is a case to answer and therefore a disciplinary hearing will be arranged and the case will be heard by an independent disciplinary panel.

I will write to you in due course with further details and a date for the hearing.

May I remind you that this matter must remain confidential, If you have any further queries, please don't hesitate to contact me.

Yours sincerely,

[Name]
(Job Title)

C.c [Managers Name] Investigation

6) Notification of outcome of investigation letter – no case to answer / informal supervisory support.

To be used to notify the employee under investigation of the outcome of the investigation if there is no case to answer or there is a case to answer so that is the end of proceedings or that informal supervisory support will be given.

Dear [Employee Name],

Investigation Outcome

Thank you for meeting with myself and [Name] HR Adviser/Second Investigation Officer on [Date] to discuss the allegations made against you as detailed below:

[List Allegations]

Following conclusion of the investigation, I can confirm that the outcome of the investigation is that there is no case to answer to, therefore the case will be dropped and no disciplinary action will be taken against you.

Or

Following conclusion of the investigation, I can confirm that the outcome of the investigation is that there is no case to answer, however informal supervisory support will be put in place. This support will consist of XXXX

May I remind you that this matter must remain confidential, If you have any further queries, please don't hesitate to contact me.

Yours sincerely,

[Name]
(Job Title)

C.c [Managers Name]

7) Invitation to first formal disciplinary meeting

This letter is to be used when inviting the employee to a First Formal Disciplinary Meeting which will address their conduct / performance as a first step of formal action.

Letter Template - Invitation to First Formal Disciplinary Meeting

Dear (Employee Name)

First Formal Disciplinary Meeting on Date

I am writing to you in line with the Council's Disciplinary Policy to formally invite you to attend a First Formal Disciplinary Meeting on **Date** commencing at **Time**. The hearing will be held in **Venue**. Please report to reception on your arrival. Attending the meeting will be myself and **NAME** (HR Advisor).

The meeting has been called because of your conduct/performance due to **REASON**, as detailed in the PCC Disciplinary Policy, a copy of which has been enclosed for your information. I must notify you that at the meeting you may be awarded a disciplinary sanction as an outcome.

Please find enclosed a copy of the documentation to be reviewed and discussed at the meeting. You will have an opportunity to respond to the points raised in this documentation during the meeting.

I would like to remind you of your right to be accompanied by a trade union representative, or colleague. Should you wish for them to attend the meeting, you will need to contact them directly.

You will normally be verbally notified of the outcome at the end of the meeting, which will be confirmed in writing within 5 working days.

Should you have any questions following receipt of this letter please contact me on the number above.

Yours sincerely

Name
Job Title

C.c Representative

8) Outcome of first formal disciplinary meeting letter

Template to be used to notify employee of the outcome of the first formal disciplinary meeting. Alter the wording to match the situation and discussion.

Dear EMPLOYEE

Re: Outcome of First Formal Disciplinary Meeting

With reference to the First Formal Disciplinary Meeting held on **DATE** at **VENUE**, I am writing to you to explain and confirm my decision. **NAME**, HR Adviser advised us during the meeting. You were accompanied to the meeting by **NAME**

I outlined that.... detail the concerns around performance or conduct; why it is an issue; the impact; previous discussions about it; training or support if given; list positive actions taken by employee to remedy situation/change behaviour etc

You said that.... detail the employees response and mitigation to the above comments. Did they understand the impact. What they feel they have done to remedy the situation

I then adjourned the meeting to consider the information that had been provided, to accept advice from **NAME** (HR Adviser) and to consider an outcome.

I said that in my deliberations that I had taken into account list the mitigation provided by the employee during the meeting.

Either..(may need to be altered to suit the situation)

In this instance it is felt that you have acknowledged that your **conduct/behaviour/performance** was not as expected of an Officer and you have been proactive in dealing with the situation to a satisfactory conclusion. Therefore on this occasion I have determined that there is no case to answer and as such no further action will be taken. I said that I would review your **conduct/behaviour/performance** on a regular basis and that any further concerns may

Or...

However I had to consider that your **conduct/behaviour/performance** is not acceptable. As such I decided to issue you with a Written Warning. This warning will be held on your file for a period of 12 months from the above date and that at that time provided that your **conduct/behaviour/performance** remains at a satisfactory level that the warning will be removed from your file. I said that I would review your **conduct/behaviour/performance** on a regular basis and that any further concerns may result in further action.

You have the right of appeal against the decision and if you do wish to appeal you should do so in writing within 10 working days of the date of this letter. Your appeal should be addressed to **LINE MANAGERS MANAGER, ADDRESS** The letter should clearly state the reason for your appeal.

Yours sincerely

9) Invitation to formal disciplinary hearing – employee

To be used as part of the management documentation pack

Dear [Employees Name],

Disciplinary Hearing Notice – (Date)

I write to inform you that you are required to attend a Disciplinary Hearing on [Date] at [Time] in [Location]. On arrival please report to reception.

At this hearing the question of disciplinary action against you, in accordance with the Council's Disciplinary Procedure, will be considered with regard to the following concerns:

[List Allegations]

A copy of the management report and documents which has been submitted to the hearing panel for their consideration is enclosed. A copy of the Council's Disciplinary Policy is also enclosed, which outlines the procedure that will take place and the possible outcomes that will be considered by the panel.

The Disciplinary Hearing Panel will consist of [Managers Name and job title] and [Advisers Name and Job Title] who will advise the panel.

You are required to confirm your attendance at the Hearing 5 working days of receipt of this letter. If you or your representative is unable to attend on the requested date please let us know within five working days of receipt of this letter. The hearing will be rescheduled to an alternative date, but will not be rescheduled again.

Should you intend to rely upon any documentary evidence I would expect to receive notification and any copies. Please send these by no later than 5 working days before the Hearing. Please send copies and I will circulate to the hearing panel. Failure to send copies may mean the panel decide they cannot be considered as part of the hearing.

We intend to call the following witnesses as part of our presentation:-

[Name Witnesses]

You will note their statements are submitted in the Management Report. They will be available for your questions also. *(You will note there are [number] of witnesses statements enclosed but it is not our intention to call these witnesses as part of our presentation)*

If you intend to call any other witnesses as part of your presentation you are required to inform me of their names and submit statements by you witnesses no less than 5 working days prior to the hearing.

If you have any questions before the hearing please feel free to contact me to discuss.

Yours Sincerely

10) Invitation to formal disciplinary hearing - witness

To be used to invite witnesses to the formal disciplinary hearing.

Dear [Witnesses Name],

Re: Invite to Disciplinary Hearing - Date

(Employee's Name whose disciplinary hearing it is) Disciplinary Hearing has been scheduled to be heard by (Managers Name) and (HR Adviser advising the panel name) on (Date) at (Time). The hearing will take place in (Venue). On arrival please report to reception.

You have been called as a witness to the hearing. It is not expected that you will be called before approximately (Time) but please report to reception around 15 minutes before and wait to be called. You may have to wait for some time as we do not know how long the questions will take from the presenting officers, panel and (employees name), so I would suggest you bring reading material or work with you to keep you occupied. *(There is a coffee and water machine in the canteen near reception and if more comfortable you are welcome to wait there.)*

If for any reason you cannot attend on this date or time please let me know as soon as possible.

The hearing panel have received a copy of the Management Report compiled by myself in order to deliberate the evidence. You will be asked questions based on your statement contained within the report so please bring this with you on the day in case you need to refer to it.

The format of the hearing will be that we as Presenting Officers will present our case, we will then call you as a witness, you will then be asked questions of by the Presenting Officers, (Employees Name) and the panel.

You are entitled to invite a work colleague or trade union representative to sit with you at the Hearing.

I must remind you, the details of your statement should remain confidential and you should not discuss the details of the investigation with the other witnesses before, during or after the hearing.

If you have any questions following receipt of this letter please feel free to contact me.

Yours sincerely

Cc File

Part 2

Forms

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1) One to One meeting proforma

Guidelines to be used when conducting one to one meetings generally and can be used a guide for meeting scheduled specifically to talk about a conduct or behaviour concern.

- 1) Well being - *(check worklife balance, health generally ok with role; colleagues; customers etc)*
- 2) Progress update –*(actions from last meeting)*
- 3) Performance – *(Discussion of any concerns on both sides; any issues arising from this; feedback (positive and negative); what could have been done differently; handling situations etc. Potentially here would be where the specific discipline issue would be discussed.)*
- 4) Business update – *(team; department' directorate; council etc)*
- 5) Opportunity & personal development – *(discuss training and development plan; how courses have gone and embedding the learning. More needed? Concerns over gaps)*
- 6) Forward Planning – *(Workload; concerns; priorities; work life balance; actions before next meeting)*
- 7) Sum up – *(reiterate discussion and key points)*

3) Witness statement proforma

This pro-forma is to be used to record the witness statement when interviewed. The pro-forma provides information at the start which can be read out to the interviewee before proceeding with the questions.

Statement taken at investigatory interview in accordance with Powys County Council's Disciplinary Procedure.

Interviewee	
Accompanied by	
Investigating Officer	
Second Investigating Officer or HR Adviser*	(* Delete if not attending)
Note taker	
Date of interview	
Time interview commenced	
Venue	

(Interviewee) was welcomed to the interview and informed that the meeting was that of an investigatory interview which was being conducted in line with the Council's Disciplinary Procedure.

(Interviewee) was informed that

- a) (Investigating Officer) and (Investigating Officer) had been appointed as the Investigating Officer(s), or
- b) (Investigating Officer) had been appointed as the Investigating Officer and that (HR Adviser) was supporting and advising her/him throughout the investigation to ensure procedures are followed and the investigation remains objective

(Interviewee) was informed that they were being interviewed as a potential witness in relation to the following: (The nature of the allegations/complaint against whoever).

(Interviewee) was informed that a statement would be taken from her/him which would be sent to her/him, for her/him to read, amend if necessary before signing as a correct record. It was further explained to (Interviewee) that it was important that she/he was happy that her/his statement was factually correct as it would be used as evidence for concluding the investigation and would be used at any Disciplinary Hearing, should that be the outcome. She/He was also informed that should the matter proceed to a Disciplinary Hearing, she/he may be required to attend and would be informed at a later date.

(Interviewee) was informed that the nature of the investigation should remain confidential and not be discussed with any of their colleagues. (Interviewee) was informed if there were complaints confidentiality had been breached or witnesses were being intimidated this could result in Disciplinary action being taken. She/He was also provided with the opportunity to have a break during

the interview should they require. **(Investigating Officer)** explained that the investigation should be concluded **(approx. time)** however they would not be informed of the outcome as the nature of the investigation would remain confidential.

Before commencing the interview, **(Interviewee)** was asked whether they had any questions.

TO
NR
TO

NR

You are informed that you should not discuss or disclose the contents of this statement with any other person (other than a trade union representative or fellow colleague who attended this interview) and will ensure that you maintain complete confidentiality in relation to these matters.

Should you wish to make any amendments to this statement consisting of 2 pages, please do so and sign at the bottom of each page, confirming that this statement is true to the best of your knowledge and belief. It should then be returned to **(Name and address) by (Date).**

Interview concluded (time):	am
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4) Employee statement pro-forma

This pro-forma is to be used to record the statement of the employee being investigated when interviewed. The pro-forma provides information at the start which can be read out to the interviewee before proceeding with the questions.

Statement taken at investigatory interview in accordance with Powys County Council's Disciplinary Procedure.

Interviewee	
Accompanied by	
Investigating Officer	
Second Investigating Officer or HR Adviser*	(* Delete if not attending)
Note taker	
Date of interview	
Time interview commenced	
Venue	

(Interviewee) was welcomed to the interview and informed that the meeting was that of an investigatory interview which was being conducted in line with the Council's Disciplinary Procedure.

(Interviewee) was informed that

- b) (Investigating Officer) and (Investigating Officer) had been appointed as the Investigating Officer(s), or
- c) (Investigating Officer) had been appointed as the Investigating Officer and that (HR Adviser) was supporting and advising her/him throughout the investigation to ensure procedures are followed and the investigation remains objective.

(Interviewee) was reminded that she/he was given the opportunity to be accompanied to the interview by an accredited trade union representative or fellow colleague, provided they were not part of the investigation. He/she chose not to be accompanied. (delete para if accompanied).

The nature of the allegations/complaint against (Interviewee) were reiterated, in line with those contained within letter dated (date of letter inviting to investigatory interview). She/He was informed that the investigatory interview provided them with the opportunity to inform the Investigating Officer(s) of the facts in relation to the allegations/complaint against them and to answer questions to assist the Investigating Officer(s) so arrive at a conclusion on the allegations.

(Interviewee) was informed that a statement would be taken from her/him which would be sent to her/him, for her/him to read, amend if necessary before signing as a correct record. It was further explained to (interviewee) that it was important that she/he was happy that her/his statement was factually correct as it would be used as evidence for concluding the investigation and would be used at any Disciplinary Hearing, should there be

a Disciplinary case to answer. **He/She** was also informed that should the matter proceed to a Disciplinary Hearing, they would be required to attend.

(Interviewee) was informed that the outcome of the investigation could be one of three conclusions: 1) that there is no case to answer; 2) that the matter should be dealt with through a meeting with their line manager which would take the form of Informal Supervisory Support and/or developmental training; or 3) that there is a case to answer that should progress through the Formal process to a Disciplinary Hearing.

(Interviewee) was informed that the nature of the investigation should remain confidential and not be discussed with any of their colleagues. **(Interviewee)** was informed if there were complaints confidentiality had been breached or witnesses were being intimidated this could result in Disciplinary action being taken. **She/he** was also provided with the opportunity to have a break during the interview should they require. **(Investigating Officer)** explained that the investigation should be concluded **(approx. date)** and they would be informed of the outcome thereafter.

For potential Gross Misconduct:

Finally, **(Interviewee)** was informed that as the allegations had the potential to amount to Gross Misconduct, at the end of the interview, it would need to be considered whether suspension or some other restrictions would need to be put in place during the investigation.

Or

Finally, it was confirmed to **(Interviewee)** that their suspension/restrictions remained in place and would be reviewed in **(number)** weeks. They were reminded if they felt at any time they wished to provide information to be taken into account during any review they should write to **XXXXXX**

Before commencing the interview, **(Interviewee)** was asked whether they had any questions.

TO

NP

TO

NP

You are informed that you should not discuss or disclose the contents of this statement with any other person (other than a trade union representative or fellow colleague who attended this interview) and will ensure that you maintain complete confidentiality in relation to these matters.

Should you wish to make any amendments to this statement consisting of **(no.) pages, please do so and sign at the bottom of each page, confirming that this statement is true to the best of your knowledge and belief. It should then be returned to **(Name and address)** by **(Date)**.**

Interview concluded (time):	
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5) Outcome of Investigation and Management Report Pro-forma

Guidelines for the creation of the Outcome of Investigation report (to allow a decision on next steps to be made) and for the management report for the Formal Disciplinary Hearing.

PRIVATE & CONFIDENTIAL

INVESTIGATING OFFICER'S REPORT

FOR DISCIPLINARY HEARING – DATE

RE: NAME OF EMPLOYEE

Disciplinary Hearing Panel: Name of Manager/Head of Service
Name of HR Adviser

Investigating Officer: Name(s).

HR Support/Adviser Name.

1.0 Introduction.

- 1.1 Detail Employees occupation and length of service.
- 1.2 Detail any relevant qualifications or training received.
- 1.3 Detail how the concerns were raised, by whom, to whom and when.
- 1.4 Highlight any Strategy Meetings that took place re: Child Protection/Adult Protection and the outcome of those meetings. Including Police Investigations.
- 1.5 Explain any restrictions or suspensions that have been put in place during the investigation together with dates of reviews.
- 1.6 Detail name of contact officer and any support employee received i.e. counselling etc. Also, need to highlight if employee been absent during investigation due to sickness.
- 1.7 Highlight date investigation commenced and concluded and the outcome.

2.0 Allegations.

- 2.1 Detail the allegations.

It should be noted that the above allegations have the potential to amount to Gross Misconduct. *(delete if not applicable).*

3.0 Investigation.

Interviewee	Job Title	Date of Interview(s).

3.1 Signed statements taken from (*Names of employee and witnesses*) are attached as Appendices.

3.3. A summary of the findings from the interviews and statements provided is found under Section 4 below. However, it is important that the full statements are read.

3.4 As part of the investigation, the Investigating Officer referred to the following documents:

- List documents.

4.0 Findings.

Detail the key elements from the investigatory interviews – particularly the responses to the allegations from each individual and the evidence found in documentation relating to each allegation.

The findings must be balanced and demonstrate an objective account of the facts/ evidence – not just management's perspective.

5. Conclusion.

Conclusion reached by the Investigating Officer for each of the allegations e.g. that on the balance of probabilities, this incident occurred in the way described by the witness and should therefore be considered at a Disciplinary Hearing etc.

Name of Investigating Officer.

Date of report.

6) Disciplinary hearing pack - front cover

Private & Confidential

Disciplinary Hearing of INITIALS

Date XX

Venue XX

Time XX

Please refrain from marking the hearing pack and return the pack to the HR Adviser after the hearing

Please tick appropriate

- | | |
|---------------------------------------|--------------------------|
| Panel Chair | <input type="checkbox"/> |
| Panel Adviser | <input type="checkbox"/> |
| Presenting Officer (manager) | <input type="checkbox"/> |
| Presenting Officer (managers adviser) | <input type="checkbox"/> |
| Member of Staff | <input type="checkbox"/> |
| Trade Union Representative | <input type="checkbox"/> |
| Legal (If Appropriate) | <input type="checkbox"/> |

7) Disciplinary hearing pack – contents list

Disciplinary Hearing for **INITIALS**

DATE
START TIME

Contents

Contents	Description	Page