

Churches Together in South Tyneside

Disciplinary Procedure

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DATE			

Policy and/or Procedure adopted by on:

Policy and/or Procedure Review date:

Signed:

Name:

Position:

AMENDMENT RECORD

[illegible]

Disciplinary Procedure

Introduction

In any organisation there is a need for rules and standards. It is important that any breaches of our rules, or failure to achieve and maintain satisfactory standards of conduct, job performance and attendance, are dealt with effectively, fairly and consistently.

Churches' Together South Tyneside (CTST) aims to help and encourage all of our employees to achieve and maintain satisfactory standards and to ensure consistent and fair treatment for all.

This procedure is non-contractual, and sets out the procedure CTST will normally follow, although we reserve the right to vary, replace or terminate it at any stage.

Scope

This procedure applies to all employees, other than those in their probationary period. It does not apply to self-employed contractors, volunteers, casual or agency workers however the informal resolution principles within this procedure may be applied to volunteers and/or workers as necessary in order to address minor misconduct and/or poor performance concerns.

Principles

The procedure is designed to establish the facts quickly and to deal with disciplinary issues consistently. The following core principles should be followed by those dealing with disciplinary matters:

- Except for paid suspension (used purely as a precautionary measure to allow a fair and impartial investigation to take place, and without any prejudgement of the outcome of any subsequent disciplinary hearing), no disciplinary action will be taken without fair and reasonable investigation undertaken by the Executive Lead .
- CTST are committed to ensuring that all disciplinary allegations are fully investigated. An investigatory meeting will not by itself result in any disciplinary action.
- In misconduct cases, where practicable, different people will carry out the investigation and any subsequent disciplinary hearing.
- Where the issue is one of unsatisfactory performance or attendance, the matter will be managed under this procedure even where we recognise that the unsatisfactory performance or attendance may not be the result of a deliberate act on the part of the employee; in these circumstances the matter may be referred to as "incapability" to reflect this distinction.

- However, should unsatisfactory performance result from e.g. negligence, lack of application or attitudinal problems, this will be managed as misconduct.
 - Further, where an employee's absences are deemed to be frequent and/or excessive, or the genuineness of the absences is in question, this will also be managed as misconduct.
- Each step in the procedure will be taken without unreasonable delay; the timings and location of any meetings will be reasonable and any meeting will be held in as private a location as possible and without interruptions.
- The employee will be advised in writing of the nature of the complaint against them and the arrangements for the hearing.
- Under no circumstances should any meeting, conversation or hearing be recorded without the prior permission of all those present. At the start of meetings, mobile phones and other portable devices should be switched off.
- The employee will be given the opportunity to state his or her case before any decision is made.
- The employee will have the right to be accompanied by a colleague, lay or trade union official at all formal stages of the procedure.
- No employee will be dismissed for a first breach of discipline, except in the case of gross misconduct. The penalty for this will be summary dismissal, i.e. dismissal without notice or pay in lieu of notice.
- An employee will have the right to appeal against any formal disciplinary penalty imposed.
- Should an employee raise a grievance during the formal disciplinary process we will determine whether the processes can be run concurrently or whether the disciplinary process should be halted pending the outcome of the grievance. (See below: Raising a grievance during disciplinary proceedings)
- The procedure may be implemented at any stage if the employee's alleged misconduct, or unsatisfactory performance and/or attendance warrants such action. It should be noted that, despite ongoing disciplinary action, an employee may be dismissed for another unrelated disciplinary matter if sufficiently serious. It is recognised that the circumstances of each case will be different, and that each case therefore should be treated on its merits.
- CTST reserves the right to seek assistance from external facilitators or advisors at any stage in the procedure, in the interests of seeking a satisfactory outcome for all those concerned.
- CTST will have compassionate concern for the dignity, health and welfare of people involved in a disciplinary procedure at every stage.

Informal resolution

We recognise and encourage that cases of minor misconduct, or poor performance or attendance, will usually be resolved with the Project Lead, Project Chair or Executive Lead on an informal basis as part of the day to day management of employees. Where the conduct, performance or attendance concerns are more serious, or where there has been no improvement after informal management of the concern, the formal disciplinary procedure will be followed, as set out below.

- **Concerns regarding conduct**

(For instance (but not limited to) initial and minor incidences of poor timekeeping, initial and minor incidences of bad language, initial and minor failure to follow our procedures etc)

The Executive Lead or Project Lead will discuss the concerns with the employee as soon as possible after the misconduct or poor behaviour has been observed. The conduct giving rise to the concern will be explained and the employee will be provided with examples of the poor conduct or behaviour as appropriate e.g. details about complaints received, examples of poor standards of work, missed deadlines etc, to clarify and explain the reason for the concern and to give guidance on the specific areas to be improved.

The required improvement will be explained to the employee, and the Executive Lead or Project Lead will set out a reasonable timescale during which the improvements are to be made. Any foreseeable problems with complying with the request should be discussed and dealt with. The Executive Lead or Project Lead should check if there are any issues within or outside work that may be contributing to the poor conduct or behaviour, and ask what support the employee needs in order to achieve the required improvement; this may include further training or additional resources.

The Executive Lead or Project Lead should make a file note outlining the conversation and the agreed actions. A letter of concern and/or action plan may be issued to the employee as appropriate, setting out the concerns, expected improvements and agreed timescale. The employee will also be informed that it may be necessary to move to the formal procedure (outlined below) in the event that the informal route is unsuccessful.

- **Concerns re capability**

(For example, but not limited to: initial / short term failure to work to the required standard or at an acceptable pace, initial / short term failure to engage with service users, frequent short term absences etc).

The Executive Lead or Project Lead will discuss the capability concern with the employee as soon as possible after it has been observed. The performance or absence levels giving rise to the concern should be explained and the required improvement stated, along with a reasonable timescale.

A Personal Improvement Plan (PIP, see Appendix 1) or Attendance Improvement Plan (AIP, see Appendix 2) should be completed with the employee as appropriate. Any foreseeable problems with complying with the request should be discussed and dealt with, in particular agreeing whether this is a health matter, in which case medical opinion may be sought. Timescales for improvement will be agreed with the employee and review dates set. Timescales should be adequate to allow the employee to make the required improvements and to evidence that this can be sustained, at least for the short term. Training needs may be identified and should be addressed in the quickest and most practical way where feasible. The Executive Lead or Project Lead should ask what further, if any, support the employee needs in order to make the improvement.

The Executive Lead or Project Lead should make a file note outlining the conversation and the agreed actions. A letter of concern may be issued to the employee as appropriate, setting out the concerns, expected improvements and agreed timescale. The employee will also be informed that it may be necessary to move to the formal procedure (outlined below) in the event that the informal route is unsuccessful.

The Executive Lead or Project Lead will arrange to regularly meet with the employee to review their progress against the PIP/AIP. These meetings will take place at intervals that allow time for improvements to be made at a pace that is reasonable for the employee and acceptable to the Executive Lead or Project Lead who will take notes at these meetings and update the PIP/AIP, which will include details of progress against the improvements required. If very poor or unacceptable effort or progress is being made, or if the required improvements are not achieved within the specified periods, or are not sustained, the employee will be invited, in writing, to attend a meeting under the formal procedure.

If, during the process or after the final review meeting, the employee has demonstrated that they have met or have exceeded the requirements expected of them, the Executive Lead or Project Lead will confirm in writing that the PIP/AIP has been completed. The letter will emphasise the need to maintain the required standards of performance/attendance, and will detail that any recurrence within a period of 12 months could result in the formal disciplinary procedure being invoked.

NB, where the below standard performance is due to negligence on the part of the employee then some form of disciplinary action will normally be appropriate even in the first instance.

Investigation

As soon as a disciplinary matter arises the Executive Lead should establish the facts, using investigation meetings with those identified as being involved in or witnesses to the alleged misconduct. Other useful evidence may include emails,

texts and other organisation documents and in some cases photographs, or CCTV footage. It may also involve a search of the employee's person and/or property.

The Executive Lead will conduct the investigation meetings, but may be accompanied by a third party who will take notes on behalf of the Executive Lead.

There is no statutory right to be accompanied to an initial fact finding or investigation meeting however we will consider a reasonable request from the employee to be accompanied by a work colleague or trade union representative providing this does not unnecessarily delay the investigation.

In some cases, for example unsatisfactory timekeeping, there may be no requirement for investigation meetings. In such cases, the evidence gathered at this stage of the process may include file notes, timesheets etc. The important point is that all available evidence is gathered before a decision is taken with regard to formal or informal action.

Investigations should be carried out immediately, while the events remain clear in the memory of those involved. All efforts should be made to ensure that investigations are completed within two weeks of the alleged misconduct arising although we acknowledge that more complex cases may take longer. Where this arises, we will keep the employee informed.

Where a service user is involved, an assessment should be made about whether it is appropriate for them to be interviewed by the Executive Lead, taking into account their own personal circumstances. If the service user is interviewed, then they can choose to have an appropriate worker or other person of their choosing present for support.

Once all investigation meetings have been held and the investigation is concluded, the Executive Lead should prepare a summary report for the Project Chair, along with any supporting evidence including notes of investigation meetings and other relevant documents.

The Project Chair will then decide one of the following options:

- *no further action is necessary*: in which case the employee concerned should be told of the outcome of the investigation by the Project Chair as soon as possible;
- *informal action should be taken (which may include an informal letter of concern)*: in which case the employee concerned should be invited to an informal meeting with their Project Chair, as outlined in the section above. This meeting should not turn into formal disciplinary action. If the discussion reveals issues of a more serious nature, then the meeting should be adjourned, and the employee advised that the matter will now be considered under the formal disciplinary process;
- *a formal disciplinary hearing is required*: the employee should be invited in writing to attend a formal disciplinary hearing.

Invitation to the hearing

The employee will always be given written notice of an invitation to any disciplinary hearing of which they are the subject, and will be advised of the nature of the complaint against them, the circumstances that have led to us contemplating the need for disciplinary action and the procedure to be followed.

The employee will be given sufficient information and time to enable them to prepare a response. This may vary depending on the circumstances of each case but is not likely to be less than 72 hours. Copies of any written evidence will normally be provided in advance of the hearing.

Where the allegation(s) is sufficiently serious to warrant dismissal, the employee will be informed in writing that dismissal may be the outcome of the meeting, but that no decision has been taken.

Right to be accompanied

The employee will have the right to be accompanied at formal hearings by a fellow worker, a representative of a trade union (who must be certified in writing by that union as having experience of, or having received training in, acting as a worker's companion at disciplinary or grievance hearings) or an official employed by a trade union. The employee should tell the Project Chair in advance whom they have requested to act as a companion. If the employee does not wish to be accompanied this will be noted.

The companion is there to act as a witness to what is said, to provide moral support and to assist and advise the employee in presenting their case. The companion may address the hearing (provided the employee wishes this), ask questions on behalf of the employee and confer with the employee but not answer questions on behalf of the employee, nor may the companion prevent us from explaining our case. Fellow workers may not be compelled to attend as a companion.

If either the employee or their chosen companion is unable to attend any formal hearing under this procedure for a reason that was not foreseeable at the time the hearing was arranged, we will attempt to rearrange the hearing for a date within five working days of the original planned date. However, the employee is expected to take all reasonable steps to attend the hearing on the appointed date and at the appointed time. We reserve the right to make a decision in the employee's absence based on the evidence available if the employee is unable or unwilling to attend a rearranged disciplinary or appeal hearing without good reason.

At the hearing

The Project Chair will be accompanied by the Executive Lead who will act as a witness, take full notes of everything that is said and help conduct the interview. Where no internal person of sufficient seniority or confidential status is available, or where preferred, an external party may be invited to attend in this capacity.

If the employee is disabled, reasonable adjustments will be made to ensure that they are not disadvantaged at the hearing. This may include the provision of further assistance (e.g. a signer or other support) where necessary. Arrangements may also be made to assist any employee who does not have English as their first language and who may need an interpreter.

The Project Chair will outline the complaint against the employee and go through the evidence that has been gathered. The employee will be given the opportunity to present any information in their defence, explain or comment before any decision is made. Either party may ask questions, call witnesses, submit witness statements and also question any witnesses called by the other party. If the employee wishes to call any witnesses, they should notify the Project Chair in advance. Witnesses cannot be compelled to attend. Witnesses called by CTST, as the employer, can only be in the room for the relevant part of the interview – and not for the duration.

A disciplinary hearing may be adjourned at any stage by the disciplinary officer in order to calm a tense situation, to check out facts or to take advice. Such adjournments will be kept brief wherever possible in order not to hold up the resolution of the hearing but may be extended where particular information needs to be checked in the interests of fairness or consistency.

Making a decision

Before making any decision on disciplinary action, the Project Chair will take into account the employee's disciplinary and general record, any similar precedents, any mitigating circumstances or explanations given by the employee, what would be reasonable under the circumstances and whether any training, additional support or adjustments to the role or workload are necessary.

After the hearing

An employee who is given a disciplinary warning or improvement note will be told where their conduct, performance or attendance falls short of what we consider satisfactory, what improvement is required, and over what timescale this is to be achieved.

The employee's conduct, performance or attendance should be reviewed by the line manager at regular intervals during the timescale that has been set for improvement. With some misconduct cases, it may be reasonable to expect an immediate and sustained improvement.

Disciplinary sanctions

- **Verbal warning – for misconduct of a relatively minor nature**

If the employee's conduct does not meet acceptable standards, they will normally be given a formal verbal warning and advised of the reason for the warning, that this is the first stage of the disciplinary procedure and of their right of appeal.

- **First written warning (or improvement note) – for incidents of misconduct or poor performance/attendance**

For general misconduct or poor performance/attendance, or there is further misconduct within the duration of the verbal warning, a written warning (or improvement note, in the case of incapability) will be given to the employee. This will give details of the complaint, the improvement required and the timescale. It will warn the employee that, if there is no satisfactory improvement, further disciplinary action may be taken and it will advise the employee of their right of appeal. If misconduct or performance is sufficiently serious, CTST may move directly to a final written warning.

- **Final written warning – for further misconduct or poor performance/attendance, or if an incident of serious misconduct occurs**

If there is still a failure to improve conduct, performance or attendance, or if an incident of serious misconduct occurs, a final written warning will normally be given to the employee. This will give details of the complaint, will warn that dismissal will result if there is no satisfactory improvement, and will advise of the right of appeal.

- **Dismissal with notice**

If conduct, performance or attendance is still unsatisfactory and the employee fails to reach the prescribed standards, dismissal will normally result. The employee will be provided with written reasons for dismissal, the date on which their employment will terminate (in accordance with the employee's notice entitlement), and will be notified of their right of appeal.

- **Summary dismissal**

An employee will not normally be dismissed for a first incident of misconduct, unless it amounts to gross misconduct. Certain offences may be regarded as so serious as to render the employee liable to summary dismissal without prior warning (see examples below). A summary dismissal for gross misconduct will only be made following a disciplinary investigation and hearing and will be confirmed in writing, giving the reasons for dismissal, confirming that the employment terminates immediately without notice or pay in lieu of notice, and outlining the employee's right of appeal.

- **Penalties other than dismissal**

There may be circumstances where we consider alternative disciplinary action to dismissal to be appropriate. At CTST's discretion, such action could include suspension without pay, or alternative work elsewhere in the organisation, if any suitable posts are available. Transfers to a different post will only be considered in exceptional circumstances; where the employee agrees to a change of duties including a reduction in salary/benefits commensurate with a revised role this could be an acceptable outcome of a formal disciplinary procedure.

Examples of general misconduct

The following is a non-exhaustive list of examples of offences which amount to misconduct falling short of gross misconduct:

- unauthorised absence from work or leaving work without authority
- unsatisfactory time-keeping or attendance
- failing to follow our absence notification procedures
- persistent absence/sickness
- unsatisfactory job performance
- time wasting
- taking extended breaks
- failure to follow a reasonable management instruction
- minor contravention of our health and safety rules, including failure to wear personal protective equipment, if issued
- minor breach of our Safeguarding rules
- disruptive behaviour
- unauthorised use of the telephone, email and/or internet
- disrupting our service delivery by receiving and making what we consider to be excessive personal telephone calls.
- minor damage to our property
- minor data protection breaches and misuse of CTST information
- holding other employment without our permission.

Examples of gross misconduct

The list below is not exhaustive but is a guide to the type of offence which normally results in summary dismissal:

- theft, fraud or falsification of records e.g. CTST documentation, expense claims or attendance records etc
- covert audio recording of conversations or meetings with internal or external stakeholders
- an inability to perform job duties through being under the influence of alcohol or non medically prescribed drugs
- possession, buying or selling of weapons, illegal substances or materials at work
- fighting or assault, either on our premises or whilst engaged in work for us
- abusive, intimidating or offensive conduct
- acts of bullying, harassment or unlawful discrimination
- misuse of property belonging to CTST or of our name
- deliberate or reckless damage to organisation property
- any involvement in bribery, giving, receiving or facilitating bribes
- unauthorised entry to computer records or deliberate falsification of records
- a serious breach of the organisation's rules on email and internet usage, health and safety, equality and diversity, safeguarding or data protection
- unauthorised use or disclosure of confidential information
- a serious breach of the organisation's safety rules or a single error due to negligence which causes, or could have caused, significant loss, damage or injury to the organisation, its employees or our service users
- conviction of a criminal offence that makes the employee unsuitable or unable to carry out their duties

- any action in serious breach of legislative requirements which may affect our organisation
- failure to adhere to acceptable professional boundaries
- failure to disclose correct and accurate information on our application forms
- a serious act of insubordination, such as deliberate refusal to carry out proper instructions
- using a hand held mobile/smart phone whilst driving, or in control of any vehicle whilst undertaking work for CTST
- undertaking private work on our premises and/or during working hours without express prior permission
- a serious breach of trust or confidentiality.

Duration and removal of warnings and improvement notes

Warnings and improvement notes will remain 'active' for the following periods unless a different period is confirmed in writing to the employee:

- **verbal warning:** 6 months from the date the warning is notified to the employee or such other period as may be specified
- **first written warning (or improvement note):** 12 months from the date the warning/improvement note is notified to the employee or such other period as may be specified
- **final written warning:** 12 months from the date the warning is notified to the employee or such other period as may be specified

A copy of the written confirmation of any warnings, improvement notes, dismissal, suspension or other disciplinary penalty (plus any appeal documentation) will be given to the employee and a copy placed on the employee's personnel file in accordance with our data retention protocols.

Following completion of the appropriate period, the warning or improvement note will no longer be active and will normally be disregarded for the purposes of any future disciplinary action. Records of disciplinary sanctions will however be retained on file for purposes of disclosure as required by Regulation 11 of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (Amended 2014).

Authority to give disciplinary warnings, improvement notes and to dismiss

The following are authorised by CTST to give warnings or improvement notes, or to dismiss:

- **verbal warning:** Project Lead, Executive Lead, any trustee (except CTST Chair who will hear any appeals)
- **first written warning or improvement note:** Executive Lead, any trustee (except CTST Chair who will hear any appeals)
- **final written warning:** Executive Lead, any trustee (except CTST Chair who will hear any appeals)
- **dismissal or other penalty such as disciplinary transfer or demotion/loss of pay:** Any trustee (except CTST Chair who will hear any appeals)

Appeals

If an employee wishes to appeal against a formal disciplinary sanction, they must do so to the nominated person within five working days of the receipt of the disciplinary letter. The appeal should be made in writing, stating the ground(s) on which they are appealing (e.g. the finding is unfair, the penalty too harsh, new evidence has come to light, a procedural defect or extenuating circumstances).

An appeal hearing will be arranged without unreasonable delay. Where possible, the appeal will normally be heard by the CTST Chair who has not previously been connected with the disciplinary process so that an independent decision may be made. If this is not possible, another trustee or other external party may be requested to attend the hearing and advise.

At the appeal hearing, the employee will be given opportunity to state the ground(s) on which the appeal is made. The hearing will be adjourned when all the evidence has been heard. The grounds of the appeal will be considered when deciding the extent of any new investigation; it may be that a complete re-hearing will be held should there be any suspected procedural defects. The person hearing the appeal will consider the merits of the appeal, in private, before reaching a decision.

The employee will be notified of the appeal decision in person and in writing. The person hearing the appeal has the authority to quash or reduce a disciplinary sanction, or in exceptional and appropriate circumstances, to increase it, in accordance with the sanctions specified in this procedure. Whatever decision is taken at the appeal hearing will be final.

Where there is an appeal against a dismissal which has already taken effect by the time of the appeal, there is no obligation on CTST to reinstate or pay the employee for any period between the date of the original dismissal and the appeal decision, and the original date of termination will stand. In the event that the dismissal decision is overturned, the employee will be reinstated with immediate effect and will be paid for any period between the date of the original dismissal and the successful appeal decision. Their continuous service will be unaffected.

Authority to hear appeals

The following are authorised by CTST to hear appeals:

- **verbal warning:** CTST Chair or trustee
- **first written warning or improvement note:** CTST Chair or trustee
- **final written warning:** CTST Chair or trustee or Executive Lead
- **dismissal or other penalty such as disciplinary transfer or demotion/loss of pay:** CTST Chair who may be accompanied by an external advisor if requested

Suspension

We reserve the right to suspend an employee at any stage of this procedure. Suspension will be on full basic pay and will be for as short a period as possible in order to carry out any investigation of an alleged serious offence or to prevent any recurrence. Such suspension is not disciplinary action and does not involve any prejudgement.

If suspended, the employee must be available to attend any fact finding interview called during the suspension period. Contact will be maintained with the employee throughout the period of suspension to keep them informed of the investigation and to make available support for their health and wellbeing. An employee who is suspended will only be allowed to contact CTST through a nominated person which will normally be the Project Chair or Executive Lead.

Any of the following are permitted to authorise suspension: Project Chair, CTST Chair.

Probationary employees

Employees who are still within their probationary period are not covered by this procedure. If a probationary employee is not performing satisfactorily or there are incidences of misconduct, or their attendance levels are unsatisfactory, they will normally be seen by their Project Lead or Executive Lead, informed of any shortcomings in their conduct, performance or attendance, offered training and support (where appropriate) and warned that failure to improve will result in dismissal. If there is doubt about the employee's ability to reach a satisfactory standard, the probationary period may be extended, in which case the employee will be told of this and a new date set for the expiry of the probationary period.

If the employee is unable to reach a satisfactory standard of conduct, performance or attendance they will normally be invited to a formal meeting (with the right to be accompanied) prior to a decision being taken concerning their continued employment. This could result in their employment being terminated with notice (or pay in lieu of notice).

A probationary employee who commits an act of gross misconduct will be summarily dismissed.

Raising a grievance during disciplinary proceedings

When an employee raises a grievance during disciplinary proceedings, at CTST's discretion the procedure may be temporarily suspended in order to deal with the grievance.

If the grievance relates to the subject matter of the ongoing disciplinary proceedings it may be appropriate to deal with both matters together. There should be separate findings on both the grievance and the disciplinary matters.

If the grievance relates to a perceived bias held by the Project Chair conducting the disciplinary meeting or to the procedure used during the disciplinary process, CTST may suspend the disciplinary procedure for a short period to deal with the grievance separately to ensure fairness.

If the grievance does not relate to the investigation or disciplinary process, CTST may decide to run both processes in parallel. In this case, the grievance procedure will be followed and dealt with by a trustee who is not involved with the disciplinary procedures.

Data protection

CTST processes personal data collected during the investigation stage and any subsequent stages of disciplinary action in accordance with our Data Protection Policy. Data collected as part of the investigation stage and any subsequent stages of disciplinary action is held securely and accessed by, and disclosed to, individuals only for the purposes of completing the disciplinary procedure.

Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with our Data Protection Policy immediately. It may also constitute a disciplinary offence, which will be dealt with under this disciplinary procedure.

Implementation, monitoring and review of this procedure

This policy will take effect from The Executive Lead has overall responsibility for implementing and monitoring this procedure, which will be reviewed on a regular basis following its implementation and may be changed from time to time.

Any queries or comments about this procedure should be addressed to the Executive Lead.

APPENDIX 1 - PERFORMANCE IMPROVEMENT PLAN (PIP) (CTSTHR1009)

Performance Improvement Plan for: _____

Project Chair name: _____

The performance gap (current performance compared to expected performance)	
Actions taken so far to get performance back on track	
The results of that action	
What the employee is required to do now	
The timescale over which performance is expected to reach acceptable levels	
The consequences of the employee not performing to acceptable levels within that timescale	
The support that will be given to the employee to help them reach and maintain acceptable performance levels	
Signed (Project Chair):	Signed (employee):
Date:	Date:

APPENDIX 2 – ATTENDANCE IMPROVEMENT PLAN (AIP) (CTSTHR1010)

Attendance Improvement Plan for: _____

Project Chair name: _____

The concerns we discussed about the employee's attendance levels are	
Actions taken so far to get the employee's attendance back on track are	
The results of that action	
What the employee is required to do now <i>(list agreed improvements, e.g. no further unplanned absence expected in the next 3 months; no more than 1 instance in the next 12 months)</i>	
The timescale in which the employee's attendance will be monitored	
The planned absences for the employee which are acceptable during this period <i>(list if anything was agreed e.g. annual leave / medical appointments / study leave)</i>	
The consequences of the employee not improving their attendance	
Signed (Project Chair):	Signed (employee):

Date:	Date:
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