

## DISCIPLINARY POLICY AND PROCEDURE

### Approval

JNC	17 February 2016
COURT	12 April 2016

### Version Control

Version 1	17 February 2016
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### Responsible Officer

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## Disciplinary Policy and Procedure

### 1 Scope

1.1 This policy and procedure applies to all employees of the University, except for holders of senior posts as defined in the Memorandum and Articles of Association. The policy and procedure applies to students who are also employees. Any suspension or disciplinary sanction applied will be made in respect of their employment and not as a student.

1.2 The policy applies to all matters relating to conduct and behaviour at work. The policy also applies to conduct and behaviour outside work, whether or not on University premises in the exceptional circumstances where this is relevant to the operation, reputation or regulation of the University or to the individual's job at the University.

1.3 This policy does not apply to agency workers or self-employed contractors.

### 2 Aims

2.1 The policy seeks to provide a method of dealing with apparent shortcomings in conduct so that employees are able to meet the required standards. The procedure is used to encourage improvement rather than as a way of imposing punishment.

2.2 The procedure aims to ensure that a fair and consistent approach is taken when dealing with conduct issues.

### 3 Policy

3.1 The University expects exemplary conduct of all its employees and seeks to guide employees to achieve and maintain the required standards of conduct and behaviour.

3.2 Conduct concerns should be addressed without delay and as near to the problem as possible. Concerns should be raised as soon as they occur or come to light and no later than 3 months after they occur or come to light.

3.3 Where a minor misconduct or behaviour issue arises, informal local resolution will often be appropriate. See section 4.1 for more information on the informal stage.

3.4 Repeated or more serious concerns will be dealt with using the formal stage of the Disciplinary Procedure. The employee will have an opportunity to put their case at a formal meeting, where they will have a right of accompaniment by a workplace colleague or trade union representative or trade union official. See section 6 for information on Accompaniment. The employee will be able to appeal against the decision if they disagree. See section 4.6 for Appeals.

3.5 Line management will involve Human Resources for advice, information and support at the earliest stage of the disciplinary procedure.

3.6 The University will conduct any necessary investigations before reaching a decision. Decisions will be fair and appropriate to the particular circumstances.

3.7 The University will seek to maintain the confidentiality and dignity of employees against whom allegations are made. All parties involved in a disciplinary matter must exercise due care to maintain confidentiality. Records must be stored in line with Data Protection requirements.

3.8 The stages of the procedure are:

- Informal (where appropriate)
- Investigation
- Formal Disciplinary Hearing
- Appeal

3.9 In some instances, it may be appropriate to suspend an employee. See section 4.2.4 for further information.

3.10 Electronic recordings of meetings are not permitted.

3.11 Where disciplinary action is being considered against an employee who is a trade union representative the normal disciplinary procedure will be followed. No disciplinary action will be taken against an elected trade union representative until the University has discussed the matter with a full-time official of the union concerned, which should be done at an early stage.

3.12 Examples of matters which the University regards as Gross Misconduct are shown at Appendix 1.

## 4 Procedure

### 4.1 Informal steps

4.1.1 Through day to day management and supervision, managers are able to ensure that staff are fully aware of the expected standards of conduct and behaviour. Where appropriate, a minor misconduct matter may be dealt with informally. The line manager should raise the issue with the employee as soon as it comes to light.

4.1.2 In dealing with the matter informally the manager should discuss the conduct concern with the employee in private, giving them the opportunity to respond and where appropriate remind them of the standards expected. An informal meeting between the manager and the employee is not attended by HR or a trade union representative. A quiet word is often all that is required to resolve an issue. Informal action can take the form of additional training, or guidance to coach or advise the employee to improve their conduct. The manager should make a written note and/or send an email to the employee summarising the outcome of the discussion. This should be retained by the line manager and the employee. For the avoidance of doubt this should clearly state it is informal action. Notes of informal action are not placed on the employee's HR record.

4.1.3 Where matters are more serious or where an informal approach has been tried but is not working, formal action should be taken.

### 4.2 Suspension

4.2.1 In certain circumstances it may be necessary to suspend an employee from work. The Vice Chancellor (or their nominee) is able to authorise suspension. Suspension will be for a stated period of time. Any extension or removal from suspension must also be approved by the Vice Chancellor (or their nominee). If the employee is suspended for three weeks or more they can appeal to Court against the continuation of suspension.

4.2.2 Suspension is paid at the same rate of pay that applied before the employee was suspended. A decision to suspend does not imply guilt; it is a neutral act and is not a disciplinary penalty.

4.2.3 Alternatives to suspension should always be considered. For example it may be possible to move the employee to another location, job, or limited duties while an investigation takes place.

4.2.4 The following circumstances are examples of where suspension may be appropriate:

- the allegations are potentially gross misconduct
- because of the particular nature of the duties of the employee
- there is a perceived threat to security or risk to evidence, witnesses or the safety or well-being of the employee or others should they remain at work.

4.2.5 An appropriate person will meet with the employee to advise them of the suspension; where possible a representative from Human Resources will also attend. Where possible Human Resources will notify the employee of the requirement to attend a meeting to which they may wish to bring a colleague or trade union representative or trade union official. Where this is not possible immediately following the suspension meeting, Human Resources will offer to alert a trade union representative or chosen colleague if the employee so wishes.

4.2.6 Following consultation with Human Resources, and only in exceptional circumstances, it may be necessary to advise the employee of their suspension on the telephone. This might be, for example, if the employee is working abroad. In all cases the suspension must be confirmed in writing within 24 hours, giving brief details of the reasons, an indication of the period of suspension and details of contact arrangements.

4.2.7 Suspension must be kept as confidential as possible. Great care must be taken before making any announcement about the status and whereabouts of an employee when they have been suspended from the workplace; in this respect advice must be sought from Human Resources and where possible wording will be discussed with the employee.

4.2.8 The employee must be kept informed of the likely period of suspension and any delays. Any extension must be confirmed in writing to the employee. Suspension should be kept to as short a period as is reasonably practical to carry out an investigation. The suspension must be kept under review and the employee permitted to return to work if it becomes apparent the allegations are unlikely to be substantiated or the original reasons for suspension no longer apply. However, suspension may continue until a decision is taken at a disciplinary hearing.

### 4.3 Investigations

4.3.1 It is important to carry out any necessary investigations of potential disciplinary matters to establish the facts. This may include interviewing relevant

witnesses. Employees are expected to co-operate fully and promptly. Witnesses should make every effort to make themselves available as a matter of priority. HR guidance will be sought regarding who should carry out any investigation.

4.3.2 Every endeavour should be made to complete an investigation in a timely manner. This is particularly important where an employee has been suspended. The investigator should ensure they are able to devote sufficient resource to the investigation. Whilst it can be difficult to determine a fixed timescale for conducting an investigation, especially in complex cases, where possible the investigator should set out an indicative timescale and keep the employee advised of progress and any changes to the timeline.

4.3.3 The investigator should keep an open mind and look for evidence which supports the employee's case as well as evidence against. The employee can suggest the names of witnesses whom they believe are able to provide evidence in relation to the allegations. The investigator will make appropriate enquiries to establish the facts, prepare a report and submit this for consideration by the disciplinary hearing panel. The investigator should ensure their report is written without unfair bias. The investigator does not make a recommendation as to whether the case should be considered at a disciplinary hearing.

4.3.4 The person who conducts the investigation will not also carry out a disciplinary hearing; however they may be requested to present their findings at a disciplinary hearing. The investigator will be a manager who is not involved with the people or issues concerned.

4.3.5 The investigator should not restrict evidence from the report. All information gathered must be appended to the main report as an appendix.

4.3.6 If the subject of a disciplinary investigation is a trade union representative, the Human Resources Directorate must be notified immediately.

4.3.7 In exceptional cases where the police are investigating allegations against an employee, or legal proceedings have commenced, the University may take disciplinary action before the outcome of the police investigation or legal proceedings is known. Such circumstances are rare and the University will always take into account whether the allegations or proceedings have a bearing on the employee's contractual obligations. Also see section 4.4.9.

4.3.8 Every effort will be made, when appointing individuals to carry out roles in a disciplinary process, to avoid a conflict of interest. If a manager is appointed to a formal role and the employee or manager is aware of a conflict of interest, they should raise this immediately with Human Resources.

#### 4.4 Disciplinary hearing

4.4.1 If, following receipt of the investigation report, there is a reasonable belief by the panel (see 4.4.3 below) that there is a case to answer, the employee will be invited to a disciplinary hearing. Human Resources must be consulted in all cases. The employee will be given at least 10 working days' notice of the hearing. The employee will be advised of full details of the allegations and given a copy of the investigation report that will be considered at the disciplinary hearing.

4.4.2 The employee must be provided with a copy or have access to the Disciplinary Policy.

4.4.3 A panel comprising two managers not involved with the people or issues concerned, will hold the disciplinary hearing.

4.4.4 If there is the potential for the hearing to result in dismissal, the employee must be advised of this in advance. Such cases will be heard by a panel comprising the Vice Chancellor (or their nominee) together with a senior manager.

4.4.5 A representative from Human Resources will attend the hearing to provide procedural advice. A note taker will also be present. Witnesses are not normally expected to attend a disciplinary hearing or appeal. In the event that witnesses are to be called, advance notice must be given.

4.4.6 Where the Vice Chancellor (or their nominee) is on the panel Human Resources will make the necessary arrangements for attendance at the hearing.

4.4.7 The employee will be given an opportunity to present their case as well as ask questions and raise points about information provided by witnesses and to respond to the allegations. See appendix 3 for guidance.

4.4.8 The disciplinary hearing will be adjourned to allow consideration of all the evidence before reaching a decision. Where the relevant information is available at the disciplinary hearing, and following advice from Human Resources regarding any previous warnings, it may be possible to give a decision on that day. In any case the decision will be sent in writing normally within 5 working days of the hearing.

4.4.9 Disciplinary hearings must be conducted in a fair and impartial manner. Unlike in a court of criminal law, absolute proof of guilt is not required in order to reach a decision. The panel must have a reasonable belief that the allegations are true, based on the balance of probability, having carried out an examination of the evidence and following an investigation.

4.4.10 Minutes of the meeting will be shared with the employee. These will be provided as soon as possible and normally within 10 days of the meeting. Minutes are not verbatim but are a summary. The employee can ask for corrections to the minutes. If the requested amendments are not made, their comments will be appended to the minutes.

4.4.11 After consideration of all the facts, if the panel finds there is no supporting evidence or where there is appropriate mitigation, the employee will be advised accordingly.

## 4.5 Disciplinary sanction

4.5.1 After consideration of all the facts, if it is believed that the allegations are true, the panel will decide upon an appropriate sanction. HR advice must be sought.

4.5.2 **Oral Warning** – this warning will be noted on file and will be disregarded for disciplinary purposes after six months of satisfactory conduct.

4.5.3 **Written Warning** – this warning is appropriate if the seriousness of the misconduct is such that the matter cannot be suitably dealt with by an oral warning or where there has been a failure to improve following earlier misconduct. The written warning will refer to the serious nature of the conduct. This warning will be disregarded for disciplinary purposes after 12 months of satisfactory conduct.

4.5.4 **Final Written Warning** – this warning is appropriate where the seriousness of the misconduct cannot suitably be dealt with by a written warning or where there has been a failure to improve following earlier misconduct. The warning will state that further misconduct is likely to lead to dismissal. The warning will be disregarded after 18 months of satisfactory conduct.

4.5.5 Warnings will specify the nature of the concern, and the improvements that are required including but not limited to a repeat of the same conduct, and the length of the warning. A nominee of the Director of Human Resources will approve the content of warning letters. Expired warnings must be removed from the employee's record.

4.5.6 **Dismissal** - Dismissal will normally be appropriate in findings of Gross Misconduct or continued/repeated misconduct. See appendix 1 for examples of Gross Misconduct.

4.5.7 In findings of Gross Misconduct, dismissal is normally without notice. Where dismissal is with notice, it will normally be paid in lieu.

## 4.6 Appeals

4.6.1 If the employee disagrees with a formal disciplinary sanction they have a right to appeal. The appeal must be submitted to the person named in the decision letter. In the case of appeal against dismissal, the appeal is made to the University Secretary. A copy of the appeal letter must be sent to Human Resources.

4.6.2 The employee must submit any appeal in writing within 10 working days of receiving the written decision and set out their grounds of appeal. The employee should submit any additional documentary evidence they wish to be considered no later than 3 working days before the meeting to hear the appeal.

4.6.3 The appeal must relate to the decision taken at the disciplinary hearing. Grounds can include, but are not limited to:

- failure to follow the disciplinary procedure
- severity of the sanction
- new evidence has come to light which should be considered
- inappropriate conclusion for facts available at the time

4.6.4 Appeals should be arranged as soon as is practicable. Documentation from the disciplinary hearing must be made available to those present at the appeal. A representative from the Human Resources Directorate will attend the appeal to provide procedural advice. A note-taker will also attend.

4.6.5 A sanction cannot be increased as a result of an appeal.

4.6.6 An appeal against a warning will be heard by a senior manager who was not involved in the disciplinary hearing. This will normally be a Pro Vice Chancellor or Director from outside the employee's Faculty or Directorate.

4.6.7 An appeal against dismissal will be heard by a panel comprising two members of the Court and the Director of HR. A member of Court will be in the chair. In the

event that the Director of HR was responsible for the original decision, an alternative senior manager will be identified.

4.6.8 If the Director of HR is not present at the appeal, Court members will be advised by a person with HR expertise. In exceptional circumstances, this may be someone from outside the University.

4.6.9 The outcome of an appeal will be confirmed in writing, normally within 5 working days of the appeal hearing (10 in the case of appeal against dismissal). Following delivery of an appeal decision there is no further right of appeal.

## 5 Summary of timings

5.1 A disciplinary hearing or appeal should be arranged as quickly as is practicable. All parties should make every endeavour to make themselves available so that the hearing (or appeal) can take place as soon as possible, particularly if the employee is suspended.

5.2 The employee will be given at least 10 working days' notice of formal meeting/appeal dates. The hearing panel or appeal manager should keep the employee informed about any delays.

5.3 The employee should submit any documentation they wish to be considered prior to the disciplinary hearing/appeal, normally no later than 3 working days before the meeting.

5.4 If circumstances beyond the control of all concerned prevent a hearing (or appeal) from taking place in a timely way, consideration will be given to appointing alternative managers.

5.5 The employee and any companion are obliged to make every effort to attend disciplinary meetings on the requested date. See section 6 for rearranging meetings to allow accompaniment).

5.6 It is sometimes the case that Occupational Health may advise an employee may be fit to attend a meeting although a Fit Note from their GP may show they are not fit to work.

5.7 Where an employee is persistently unable or unwilling to attend a disciplinary hearing without good cause, a decision will be made on the evidence available; this may include a written submission. In these circumstances the employee will be informed in advance in writing.

5.8 Decisions from disciplinary hearings or appeals will be communicated in writing to the employee normally within 5 working days (10 for appeals against dismissal).

## 6 Accompaniment

6.1 An employee has the right to be accompanied at a formal disciplinary hearing or appeal by a workplace colleague or trade union representative or an official employed by the trade union. A companion should not answer questions on behalf of the employee but may make representations and ask questions. The employee and companion may talk privately at any time during the meeting.

6.2 If the chosen companion is not available at the time offered, the employee can request the hearing is postponed to an alternative time provided this is not more than five working days after the original date.

6.3 It is not normally expected that witnesses will be asked to attend a disciplinary hearing or appeal. However, where a witness is asked to attend, although there is no statutory right, they will be permitted to be accompanied if they so wish. Their chosen companion must not be otherwise involved in the case.

6.4 There is no statutory right for an employee to be accompanied at an investigation meeting. However, the University will allow the employee to be accompanied at an investigation meeting if they so wish.

6.5 There is no right of accompaniment at a meeting to suspend an employee. See section 4.2 for information on Suspension.

## 7 Relationship with other policies

7.1 Probation: Where a disciplinary issue arises during an employee's probationary period, the University exceptionally reserves the right to bring forward any scheduled probation review to consider disciplinary findings.

7.2 Grievance: If an employee wishes to raise a complaint about the implementation or operation of the Disciplinary Procedure this should be dealt with in the context of any disciplinary investigation, hearing or appeal. If an allegation of bullying or harassment is raised during the disciplinary process the employee should be informed of the availability of the appropriate procedure. If the employee raises a grievance during a disciplinary process the disciplinary process may be temporarily

suspended in order to deal with the complaint. Where the grievance and disciplinary are related it may be appropriate to deal with both issues concurrently. Where the grievance is heard concurrently with the disciplinary process, the outcome of the grievance should be known in advance, if this could impact on any disciplinary hearing. The purpose of this approach is to allow substantive issues and any complaint from the employee to be considered expeditiously avoiding use of multiple procedures and associated delay.

7.3 **Sickness Absence:** Warnings and dismissals in relation to sickness levels which can no longer be tolerated are managed under the Capability and Poor Performance Policy. However, where there is evidence that the sickness absence procedures or provisions have been wilfully abused, this will be a conduct matter which will be addressed under the Disciplinary Procedure.

7.4 **Capability and Poor Performance:** Most capability and poor performance issues will be dealt with under that policy. However, cases of negligence such as those which result in loss, damage or injury will be a conduct matter which will be addressed under the Disciplinary Procedure.

7.5 Reasonable adjustments will be made available to disabled people to allow them to participate fully in the disciplinary procedure.

## **8 Resignation during the operation of the Disciplinary Procedure**

8.1 If disciplinary proceedings have commenced and the employee resigns with immediate effect, i.e. without notice, and the University agrees to waive the employee's notice period, then the disciplinary procedure will cease. If the employee resigns with notice, the University will normally continue to progress the disciplinary procedure during the notice period.

## **9 Review**

9.1 The University will keep this policy and procedure under review with recognised trade unions.

## Appendix 1

### Gross misconduct

Examples of gross misconduct include:

- Theft or fraud
- Physical violence or bullying
- Deliberate and serious damage to property
- Serious misuse of University's property or name
- Deliberately accessing internet sites containing pornographic, offensive or obscene material
- Serious insubordination
- Unlawful discrimination or harassment
- Bringing the organisation into serious disrepute
- Serious incapability at work brought on by alcohol or illegal drugs
- Causing loss, damage or injury through serious negligence
- A serious breach of health and safety rules or IT policy
- A serious breach of confidence

This list is not exhaustive and other offences, if they are considered to be serious enough, may be regarded as gross misconduct.

In a finding of gross misconduct the employee will normally be summarily dismissed without notice.

## Appendix 2

### Guidance on the procedure at a disciplinary hearing

#### At the hearing

- Introductions – all

The panel will:

- state roles of those present
- remind those present that electronic recording of the hearing is not permitted
- check those present have the same documents
- check employee has read disciplinary procedure
- state whether the investigator will be asked to present the investigation findings
- confirm whether witnesses will be called
- read the allegations

The employee:

- will be invited to respond

The employee and the companion:

- may ask questions (including questions about the evidence), present the case and sum up. The employee or their companion may choose to sum up at the end of the hearing.

The panel may ask questions

The companion:

- may ask questions, present the employee's case and sum up on the employee's behalf if the employee wishes them to do so
- may not respond to questions on behalf of the employee or prevent the employee from answering

The panel will:

- summarise their understanding of what is being presented
- check if the employee has anything to add

## Next Steps

The panel will:

- advise of next steps including proposed timescales
- advise that confidentiality must be maintained
- in the case of suspension, remind that the terms of suspension remain in place until the employee is advised otherwise
- advise whether the hearing will be reconvened to deliver the decision in person
- advise that in all cases the decision will be provided in writing as soon as possible following the hearing
- adjourn to consider and reach a decision

## Appendix 3

### Guidance for staff

#### Introduction

- This guide is intended to explain the disciplinary process, the roles and responsibilities of those involved. It is important that this is read in conjunction with the University's Disciplinary Policy and Procedure.
- The Disciplinary Policy and Procedure relate to matters of misconduct, that is to say, inappropriate behaviour in the workplace. It can also apply to inappropriate behaviour outside of work if this could have an impact on the University or its reputation.
- The Disciplinary Policy and Procedure is intended to ensure that allegations of misconduct are managed fairly and consistently. The Disciplinary Policy aims to ensure staff are given appropriate advice and support to help them to achieve and maintain the standards of conduct expected at the University. Wherever possible, disciplinary matters are managed informally. However, formal action will be taken in cases of serious and/or repeated misconduct.

#### Informal action

- Informal action will be taken in the form of a confidential conversation between you and your manager and can be appropriate where alleged misconduct is not of a serious nature. Your manager will explain the conduct concerns, invite you to respond and where appropriate describe the improvement you need to make. Together, you and your manager will explore any support needed and ways in which you can achieve the necessary improvement, and how this will be reviewed to monitor/assess progress. A record of these discussions may be shared to support the process and/or ensure clarity but it will not form part of your HR record. Your manager will then review your progress, keeping you informed of any updates.

#### Investigation

- Where more serious misconduct is alleged, or where minor misconduct is repeated, an investigation will be carried out to establish the facts. An investigation can be a simple gathering of relevant documents, or it can involve interviewing you and relevant witnesses. If you are interviewed, you will be made aware of the allegation(s) and be given notice of the interview. If you have a disability it is important to make the investigator aware of any reasonable adjustments that you may need to enable you to participate the interview.

- You are encouraged to co-operate with any investigation process and answer any questions as fully as you can, setting out any special circumstances. Where limited facts are provided, it can mean that decisions about possible disciplinary action are reached on the basis of partial information.
- Although the interview is an “informal” one and there is no right of representation, the University will allow you, if you wish, to be accompanied by a trade union representative, trade union official or work colleague. If you wish to be accompanied you must make a request to the investigator, giving the proposed individual’s name/designation, at least 24 hours in advance of any investigation meeting.
- If you want to provide the investigator with any related evidence to assist with the investigation in advance of (or during) the meeting, you may do so. This may then form part of the investigation report.
- If there is another person or people who can provide evidence in relation to the allegations you can request the investigator to interview them. You should advise the investigator at an early stage.
- Where an allegation relates to potentially very serious misconduct, employees may be suspended from duty to enable a full and fair investigation to take place. Care will be taken to ensure that any period of suspension is as brief as possible.
- When the investigation is complete, a decision is made as to next steps, based on the information gathered. Where it is accepted that you did not break a disciplinary rule, no further action will be taken. Where it is found that there is evidence to support the allegation, a formal disciplinary hearing will normally be held.

### **Formal Disciplinary Hearing**

- You will receive the following information in writing. This is provided at least 10 working days before the hearing:
  - Confirmation of the date, time and location of the hearing
  - A statement of the allegation
  - Copies of the evidence
  - Notice of the people who will attend the hearing
  - Notice of any witnesses who will attend the hearing; and
  - Whether a potential outcome could be dismissal
- If a potential outcome of the hearing is that you could be dismissed, the case will be heard by a panel which will include the Vice Chancellor or another senior manager nominated by the Vice Chancellor.

Ahead of the hearing you should:

- Advise the disciplinary hearing manager/panel of the name of your accompanying person (if you wish to be accompanied);
- Advise the disciplinary hearing manager/panel of any special requirements (e.g. disability, language requirements);
- You are not required to submit a written statement supporting your case but if you wish to do so you should make this available no later than 3 days in advance of the hearing; and
- Advise the hearing manager/panel of any witnesses that you wish to call if their evidence is not available within the investigation report or you need to question the evidence they have provided.

At the hearing you may:

- Be accompanied by a work colleague or trade union representative or trade union official;
- Have reasonable adjustments if you are disabled
- Present your case
- Rely on a written statement of your case (a brief summary of the most important points that the panel should consider, including special circumstances)
- Ask questions about the evidence presented. If witnesses have been called you will have an opportunity to ask questions of them.
- Raise any points in mitigation
- Ask for an adjournment at any time during the hearing. A nearby room will be made available for you and your companion.
- Sum up your case
- The panel may ask questions relating to your evidence, or that of witnesses.
- The panel will adjourn the meeting to consider the evidence and reach a decision.
- The panel may be able to inform you of their decision at the end of the hearing, but it's more likely that you will be informed of the outcome by letter after the hearing.
- The panel will dismiss the allegation if it finds there is no supporting evidence or where there is appropriate mitigation. Alternatively, if they find that the allegations are well founded they may issue a disciplinary sanction, which could be a noted Oral Warning, a Written Warning, Final Written Warning or dismissal.
- You will be given a copy of the minutes (notes) made of the meeting. This is a summary and not a "word for word" account of the discussion. You should check this for errors. If you request changes to the minutes which can't be confirmed from the notes made at the meeting, the minutes will not be amended. However,

if you feel the minutes are inaccurate you can ask for your comments to be attached to the minutes.

## **Appeal**

- You can appeal against the disciplinary decision by writing to the person named in the letter notifying you of the outcome of the hearing. If you wish to appeal you must submit this within 10 working days of receipt of the outcome letter, specifying your grounds of appeal. An appeal hearing will be arranged as soon as practicable.
- The appeal hearing process is similar to the disciplinary hearing, although a different person will hear the appeal. The person/panel hearing your appeal will have available all the documents that were considered at the hearing stage as well as the minutes from the hearing. The decision at appeal is final.

## **Reasonable adjustments**

The University is committed to ensuring that employees and any companion do not experience any disadvantage because of disability or any special requirements. You are encouraged to raise any queries you may have relating to disability at the earliest opportunity. This will enable the University to accommodate your request, where reasonably possible.