



Checklist: Conducting a disciplinary meeting

- Read the Disciplinary Procedure. Involve HR.
- Has the employee been invited to attend the disciplinary meeting, given all the relevant information ahead of the meeting, been clearly advised, in writing, of the allegations against him, and informed of his right to be accompanied by a work colleague or TU rep? Bring extra copies of any documents that the employee has not already seen to the meeting. Allow him time to read them, adjourn if significant.
- Read the notes of the investigation and any evidence or witness statements in advance.
- Check the range of appropriate sanctions for this breach of company rules, by reference to the disciplinary procedure and past practice for similar breaches of company rules.
- Take a full contemporaneous note of the meeting.
- Allow the employee a chance to explain his side of the story and answer your questions.
- Explain the range of penalties which could be imposed.
- Allow the employee to put forward reasons why you should not discipline him or why the penalty should be less severe than you would be entitled to impose.
- Adjourn the meeting if you feel that further investigation is required.
- Adjourn the meeting when all the evidence has been discussed to allow yourself time to reflect on what you have heard and to ensure that you do not make a hasty decision.
- If the facts are in dispute, use your discretion to balance up which version of events is most probable. Facts which are supported by evidence can be given more weight than those which are not.
- Does the employee have live warnings on his personnel file? If so, this may be relevant to the level of sanction which is appropriate. (Note: Expired warnings can never be taken into account when deciding whether to dismiss an employee).
- Reconvene the meeting and give the employee reasons for your decision and the disciplinary penalty which you have decided to impose. Confirm your decision in writing as soon as possible after the meeting.
- Remind the employee that he has a right to appeal (against dismissal or any disciplinary sanction including a warning), as appropriate, and explain the procedure for doing so. Include detail of this in your letter to the employee.
- Provide the employee with copies of the notes of the meeting. Place a copy of these on his personnel file.