



CENTRAL ENGLAND AREA QUAKER MEETING (CEAQM)

Disciplinary and Capability 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.

Central England Area Quaker Meeting (CEAQM) 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 CEAQM 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 an appropriate level of management.
- CEAQM 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.
- 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.
- 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.
- CEAQM 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.

Informal resolution

We recognise that cases of minor misconduct, or poor performance or attendance, will usually be resolved with the line manager 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 line manager 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 manager will set out a reasonable timescale for the improvements to be made by. Any foreseeable problems with complying with the request should be discussed and dealt with. The manager 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 manager 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 non-employees, frequent short term absences etc).

The manager 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 manager should ask what further, if any, support the employee needs in order to make the improvement.

The manager 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 manager 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 manager. The manager 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 manager 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 nominated investigating officer (which may be the line manager) 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 and other organisation documents and in some case photographs, or CCTV footage. It may also involve a search of the employee's person and/or property.

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

There is no statutory right to be accompanied to an initial fact finding or investigation meeting however we will consider a 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 non-employee is involved, an assessment should be made about whether it is appropriate for them to be interviewed by the investigating officer, taking into account their own personal circumstances. If the non-employee 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 investigating officer should prepare a summary report for the disciplinary officer, along with any supporting evidence including notes of investigation meetings and other relevant documents.

Ideally the disciplinary officer should be a different person from the investigating officer but this is not always possible.

The disciplinary officer 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 disciplining officer 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 line manager, 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 24 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 person conducting the hearing 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 person chairing the hearing (the disciplinary officer) will be accompanied by a suitable employee of CEAQM who will act as a witness and take full notes of everything that is said. 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 disciplinary officer 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 person conducting the hearing in advance. Witnesses cannot be compelled to attend.

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 disciplinary officer 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 unsatisfactory performance or attendance, or misconduct of a relatively minor nature

If the employee's conduct, performance or attendance 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, or poor performance/attendance 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.

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 CEAQM discretion, such action could include suspension without pay, demotion (which may result in a reduction in pay for the employee), or alternative work elsewhere in the organisation, if any suitable posts are available. Demotions or transfers to a different post will only be considered in exceptional circumstances; where the employee agrees to a change of duties including a demotion and 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 CEAQM 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. CEAQM 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 CEAQM, or of our name
- deliberate or reckless damage to organisation property
- Malicious damage to property belonging to non-employees
- 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 non-employees
- 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
- 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 CEAQM
- undertaking private work on our premises and/or during working hours without express prior permission
- conduct which is likely to bring CEAQM into serious disrepute
- 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 or indefinite, depending on the circumstances resulting in the warning

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 CEAQM to give warnings or improvement notes, or to dismiss:

- **verbal warning:** Line managers
- **first written warning or improvement note:** Line managers
- **final written warning:** Line managers
- **dismissal or other penalty such as disciplinary transfer or demotion/loss of pay:** CEAQM Employment committee

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 an employee senior to the person who made the original decision and not previously connected with the disciplinary process so that an independent decision may be made. If this is not possible, an [elder](#), further independent party 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 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 CEAQM 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 CEAQM to hear appeals:

- **verbal warning:** CEAQM Employment committee sub-committee
- **first written warning or improvement note:** CEAQM Employment committee sub-committee
- **final written warning:** CEAQM Employment committee sub-committee
- **dismissal or other penalty such as disciplinary transfer or demotion/loss of pay:** Trustees

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. An employee who is suspended will only be allowed to contact CEAQM through a nominated person.

Line-managers can suspend an employee, however, this should be authorised the same day by the CEAQM Employment committee.

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 line manager, 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.

Absence during disciplinary proceedings

We recognise that disciplinary situations can be stressful for both the employee involved and also any other employees who are asked to give witness statements or to participate in the procedure in any way. However, we believe that in most cases this stress is best alleviated, and working relationships maintained, by completing the disciplinary procedure quickly.

Where an employee is unfit for work, this does not necessarily mean they are unfit to attend an investigation meeting or a hearing, and employees must make every effort to co-operate with us in completing the disciplinary process.

If an employee is absent due to illness or other reasons such as maternity/adoption/paternity/ordinary or shared parental leave, we will consider, in consultation with the employee (and/or their GP in the case of illness), whether there are any reasonable adjustments that can be made to enable the case to be progressed (e.g. by allowing the employee to make further written submissions, by conference call or by holding the meeting at a different venue).

If, after an attempt to contact the employee, we reasonably believe that they are unlikely to attend a meeting in the near future or to provide any further information, we may decide the matter without the employee's further input, based on the evidence and information available to us. We will write to inform the employee of our intentions to proceed in their absence before taking any decisions.

Mediation

There may be circumstances where we consider that it may be beneficial to use mediation to help resolve an issue. Mediation is not suitable in all circumstances and will not necessarily be offered, but where appropriate and offered, may be introduced at any stage of the process where both parties are in agreement that this could be an effective approach.

Where mediation is introduced before or during the disciplinary process, the disciplinary procedure may be adjourned whilst the mediation is being undertaken. Should mediation prove unsuccessful the disciplinary procedure will be resumed.

Data protection

CEAQM 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 May 2022. The CEAQM Employment committee 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 your line-manager.

APPENDIX 1 - PERFORMANCE IMPROVEMENT PLAN (PIP)

Performance Improvement Plan for: _____

Manager 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 (manager):	Signed (employee):
Date:	Date:

APPENDIX 2 – ATTENDANCE IMPROVEMENT PLAN (AIP)

Attendance Improvement Plan for: _____

Manager's 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 (manager):	Signed (employee):
Date:	Date: