

The University of Bolton
Disciplinary Procedure for Designated Senior
Post Holders

1. Purpose and Scope

It should be recognised that satisfactory standards of both conduct (behaviour) and capability (performance) are necessary to undertake the University's affairs and for the well-being of all employees. It should also be recognised that management has a positive role to play in encouraging all employees to perform professionally and effectively while at work.

The purpose of this procedure is to ensure that disciplinary matters are dealt with promptly, fairly and consistently. The procedure gives guidance on how actions should be taken arising from misconduct and/or unsatisfactory performance. A separate procedure is in place in relation to Medical Incapacity which is available at <http://www.bolton.ac.uk/POD/WellBeing/Medincapa.doc>.

Further guidance should be sought from the Personnel Service in instances of short term uncertified absence.

The University of Bolton is committed to the promotion of equality, diversity and a supportive environment for all members of our community. Our commitment to equality and diversity means that this procedure has been screened in relation to the use of plain English, the promotion of the positive duty in relation to race, gender and disability and avoidance of discrimination to other equality groups related to age, sexual orientation, religion or belief or gender reassignment.

This procedure is not contractual and does not form part of a Designated Senior Post Holder's terms and conditions of employment.

1.1 Variations on the Procedure

1.1.1 The University reserves the right to vary any stage in this procedure as it deems appropriate after consultation with the appropriate Trade Union in order to comply with any current legal obligations and best practice.

1.1.2 Where mention is made in this procedure of action by a specific post or role holder this action may be delegated to an appropriate nominee where warranted by the circumstances, for example, where there is or may be any potential conflict of roles or interests, so long as the nominee has appropriate seniority and/or experience to be able to act on behalf of the specific post or role holder.

2. General Principles

2.1 Application

This procedure will apply to Designated Senior Post Holders of the University up to and including the Vice Chancellor, the Clerk and the holders of such other senior posts as determined by the Board of Governors.

2.2 General Principles

2.2.1 No disciplinary action will be taken against a Designated Senior Post Holder until the initial investigation stage has been completed. It is expected that, where appropriate, before any formal disciplinary procedures are invoked under this procedure, the Board of Governors will seek to resolve matters informally. Should the required improvement not be forthcoming, or if the perceived problem is considered to be of a sufficiently serious nature, then the formal procedure set out in paragraph 5 of this procedure should be followed.

2.2.2 In reaching a decision to take disciplinary action, due regard must be paid to the gravity of the alleged misconduct and/or unsatisfactory performance, the current disciplinary record of the Designated Senior Post Holder, and where relevant, any mitigating circumstances.

2.2.3 Where the Designated Senior Post Holder is a Trade Union representative the University shall, as soon as it is practicable, notify the relevant Trade Union official accordingly.

2.2.4 In the first instance it will be the duty of the Investigating Officer (as defined in paragraph 3.1) to decide, in consultation with the Head of HR Strategy and Personnel, whether and at what level the formal procedure should be initiated.

2.2.5 Except for serious or gross misconduct (this term being one and the same), no Designated Senior Post Holder will be dismissed for a first breach of discipline. A Designated Senior Post Holder may be summarily dismissed i.e. dismissed without appropriate notice, for serious or gross misconduct after investigation and hearing.

2.2.6 A Designated Senior Post Holder shall have the right to appeal against any sanction issued as a result of disciplinary procedures as set out in section 6 of this procedure.

2.2.7 Academic Freedom

While nothing in this disciplinary procedure attempts to constrain or prevent individual expression by written or spoken medium, where there is an unjust and/or unlawful attempt to vilify or bring disrepute

upon a colleague or the University, then this will be seen as misconduct, and will be dealt with under the rules of this procedure.

2.2.8 A Designated Senior Post Holder will at the formal procedure stage have the right to be accompanied by a companion who shall not be a legal representative but may be a representative of a Trade Union, a full-time official of a Trade Union or by a work colleague. Acting as a companion is voluntary and employees are under no obligation to do so. A Designated Senior Post Holder will be allowed reasonable time off from duties without loss of pay to act as a companion. If the Designated Senior Post Holder's choice of companion is unreasonable the University may ask him/her to choose someone else. For example:

- (a) If in the University's opinion the companion may have a conflict of interest or may prejudice the hearing; or
- (b) If the companion works at another site and someone reasonably suitable is available at the site at which the Designated Senior Post Holder works; or
- (c) If the companion is unavailable at the time a hearing is scheduled and will not be available for more than five working days.

2.3 Notice of Hearings

2.3.1 Normally ten working days notice will be given for disciplinary or appeal hearings. It is recognised, however, that this may have to be exceeded in exceptional circumstances.

2.4 Confidentiality/Recording of Meetings

2.4.1 The University aims during an investigation or any steps under this procedure to deal with matters sensitively and in confidence, to the extent that it is able to do so. The Designated Senior Post Holder will be required to treat as confidential any information communicated to him/her in connection with an investigation or disciplinary matter. Witnesses will be required to treat as confidential any information given to them during the course of an investigation, including the identity of any Designated Senior Post Holder under investigation.

2.4.2 Electronic recordings of any investigative meetings, disciplinary or appeal hearings are not permitted by any party, representative or companion. The University will appoint a note taker to all meetings.

3. Initial Investigatory Stage

3.1 Where misconduct and/or unsatisfactory performance is alleged or suspension is triggered and affirmed under paragraph 4.1, the Chair of the Board of Governors will appoint the "Investigating Officer" who shall be the Universities UK current President or his/her nominee who shall be a serving Vice Chancellor to conduct an investigation and/or make enquiries in order to gather facts/information with appropriate officer

support provided by the University. This may take the form of a fact gathering meeting with the employee in question. This is solely for the purpose of fact-finding, and no decision on disciplinary action will be taken until after a disciplinary hearing has been held. The Designated Senior Post Holder will be informed of the allegations and that an investigation is taking place.

- 3.2 Any Designated Senior Post Holder involved in the investigatory stage is expected to co-operate fully and promptly and provide such assistance to the Investigating Officer. This will include informing the Investigating Officer of the names of any relevant witnesses, disclosing any relevant documents to him/her and attending any investigative interviews. The Designated Senior Post Holder and any witnesses will be advised as to the sensitive nature of the investigation and the need for confidentiality.
- 3.3 The amount of investigation and/or enquiry will depend on the nature of the allegations of misconduct and/or unsatisfactory performance and will vary from case to case.
- 3.4 Should the investigation indicate that a formal disciplinary hearing is warranted, the matter should proceed under the process set out at paragraph 5 below. Where it is determined that the matter may be dealt with informally or advised that no further action will be taken, the Designated Senior Post Holder will be informed in writing.

4. Suspension

- 4.1 Where the alleged misconduct and/or unsatisfactory performance is of such a nature that there are clear and compelling reasons or any other good and urgent cause why the Designated Senior Post Holder's continuing attendance at the University cannot be justified or where it is felt the Designated Senior Post Holder's continuing attendance may hamper an investigation, then the Chair of the Board of Governors may trigger the suspension (with full pay) of a Designated Senior Post Holder in consultation with the:
 - (a) Vice Chancellor where the Designated Senior Post Holder is not the Vice Chancellor; or
 - (b) other Designated Senior Post Holders where the Designated Senior Post Holder is the Vice Chancellor.Immediately thereafter the Chair of the Board of Governors will notify in writing:
 - (a) the Board of Governors; and
 - (b) a Special Committee of the Board of Governors, comprising of three members of the Board of Governors including the Deputy Chair (but excluding the Chair), one Independent member and the Statutory Co-opted member, of the suspension which shall then convene within five working days of the implementation of the suspension, to consider and either affirm or cancel the decision to suspend the relevant Designated Senior Post Holder. Until the determination of the Special Committee

the suspension shall, in the interest of the reputation of the University, remain a strictly confidential matter for the Board of Governors only.

- 4.2 Suspension is not in itself a disciplinary sanction and does not imply that any decision has already been made about the Designated Senior Post Holder's case.

5. Formal Procedure

- 5.1 When a decision has been taken to initiate the formal disciplinary procedure, the Designated Senior Post Holder should be informed in writing of the decision to hold a disciplinary hearing. A Disciplinary Committee, comprising of three members of the Board of Governors including the Chair and two other Independent members, shall conduct the disciplinary hearing. Such notice will also detail the allegations of misconduct and/or unsatisfactory performance that will be considered at the disciplinary hearing, clearly state the time, place and date, and state the entitlement to be accompanied by a companion who may be a Trade Union representative, a full-time Trade Union official or a work colleague.
- 5.2 At least five working days before the date of the disciplinary hearing (unless this is not reasonably practicable) the Designated Senior Post Holder should be provided with information and copies of any relevant documents and/or witness statements adduced as part of the investigatory stage that will be used at the hearing. In cases where a witness' identity is to be kept confidential, the Designated Senior Post Holder will be provided with as much information as possible in relation to the evidence provided by the witness in question, whilst maintaining confidentiality. Reasonable time should be permitted for the Designated Senior Post Holder to arrange his/her companion to attend, and for the Designated Senior Post Holder to prepare for the hearing.
- 5.3 The Designated Senior Post Holder must take all reasonable steps to attend the hearing. If the Designated Senior Post Holder or his/her companion cannot attend at the time specified he/she should inform the Head of HR Strategy and Personnel immediately, who will seek to agree an alternative time.
- 5.4 The purpose of the disciplinary hearing is to review the evidence and to enable the Designated Senior Post Holder to respond to any allegations of misconduct and/or unsatisfactory performance that have been made against him/her. If the Designated Senior Post Holder has a companion, he/she may make representations and ask questions, but should not answer questions on the Designated Senior Post Holder's behalf. The Designated Senior Post Holder may request to confer privately with his/her companion at any time during the hearing.

- 5.5 At the hearing the Disciplinary Committee will explain the process that will be followed and will confirm the allegations of misconduct and/or unsatisfactory performance. The case against the Designated Senior Post Holder will be presented, together with any supporting evidence. The Designated Senior Post Holder (or his/her companion) shall set out his/her response, referring where appropriate to evidence.
- 5.6 The disciplinary hearing may be adjourned if the Disciplinary Committee deems that further investigations are necessary. The Designated Senior Post Holder will be given reasonable opportunity to consider any new information obtained before a disciplinary hearing is reconvened.
- 5.7 After the disciplinary hearing the Disciplinary Committee will determine whether the allegation(s) of misconduct and/or unsatisfactory performance against the Designated Senior Post Holder are founded and if so what the appropriate disciplinary sanction(s) should be.
- 5.8 The Disciplinary Committee will confirm the outcome of the disciplinary hearing to the Designated Senior Post Holder in writing, usually within five working days of the hearing.

6. Right of Appeal

- 6.1 In the letter confirming the outcome of the disciplinary hearing, the Designated Senior Post Holder will be notified of his/her right to appeal. An appeal against any disciplinary sanction(s) including dismissal shall be heard by the Appeal Panel comprising of the Independent members of the Board of Governors chaired only in the case of a dismissal by the Chancellor (subject to a Chancellor having been appointed by the University failing which the Appeal Panel shall itself appoint a chair from those eligible to participate in the Appeal Panel) but excluding anyone who took part in the relevant Special Committee and the Disciplinary Committee.
- 6.2 A request for an appeal should be lodged in writing with the Clerk to the Governors (or where the relevant Designated Senior Post Holder is the Clerk then to the Vice Chancellor) within five working days of written notification to the Designated Senior Post Holder of the outcome of the disciplinary hearing. The request for an appeal should state the full grounds for the appeal.
- 6.3 The Designated Senior Post Holder will be notified in writing of the arrangements for the appeal and his/her right to be accompanied by a companion who may be a Trade Union representative, full-time Trade Union official or a work colleague. An appeal hearing will be held, where possible, within ten working days following receipt of the request.

- 6.4 At the appeal hearing records and notes from the disciplinary hearing and any new evidence will be made available to the Appeal Board, who will review the evidence and make a decision as to whether the original disciplinary sanction(s) should be upheld, amended or revoked. Any new supporting evidence that will be considered by the appeal hearing should be provided by all parties no later than five working days before the appeal hearing.
- 6.5 The Designated Senior Post Holder will be informed of the outcome of the appeal in writing within five working days of the appeal hearing. There is no further right to appeal and the procedure is exhausted at this stage.

7. Dismissal and Disciplinary Action

7.1 The University aims to treat all employees fairly and consistently and the information provided in this paragraph 7 is by way of guidance only for the Disciplinary Committee. Disciplinary action previously taken against other employees for similar misconduct/unsatisfactory performance will usually be taken into account but should not be treated as precedent. Each case will be assessed on its own merits. Non exhaustive examples of what may constitute misconduct, gross misconduct and/or unsatisfactory performance are set out at Appendix A.

7.2 Depending on the seriousness of the matter, any of the following stages may be omitted.

7.2.1 First Formal Action for Misconduct – Verbal Warning

7.2.1.1A verbal warning will normally be given for first acts of misconduct where there are no other active warnings on the employee's disciplinary record depending on the nature of the misconduct.

7.2.1.2 The warning will set out the nature of the misconduct.

7.2.1.3 A record of the warning will be placed on the employee's personnel file and will remain active for three months from the date it is given, after which time it will be disregarded in deciding the outcome of future disciplinary proceedings. The employee's conduct may be reviewed at the end of this period and if it has not improved sufficiently the University may decide to taken further disciplinary action.

7.2.1.4 Verbal warnings may be given by the levels of authority set out in Appendix B.

7.2.2 Second Formal Action for Misconduct – First Written Warning

7.2.2.1A first written warning will normally be given for acts of misconduct where there is a record of a verbal warning or where there are no other

active warnings on the employee's disciplinary record depending on the nature of the misconduct.

7.2.2.2 The warning will set out the nature of the misconduct.

7.2.2.3 The warning will be placed on the employee's personnel file and will remain active for six months from the date it is given, after which time it will be disregarded in deciding the outcome of future disciplinary proceedings. The employee's conduct may be reviewed at the end of this period and if it has not improved sufficiently the University may decide to taken further disciplinary action.

7.2.2.4 First written warnings may be given by the levels of authority set out in Appendix B.

7.3 First Formal Action for Unsatisfactory Performance – Improvement Notice

7.3.1 An improvement notice is the equivalent to a written warning and can be given for acts of unsatisfactory performance, which have not been corrected by informal means and where there are no other improvement notices on the employee's disciplinary record.

7.3.2 The improvement notice will set out:

- The performance problem.
- The improvement that is required.
- The timescale for achieving this improvement.
- A review date.
- Any support, including training that will be provided to assist the employee.

7.3.3 The improvement notice will be placed on the employee's personnel file and will remain active for six months from the date it is given, after which time it will be disregarded in deciding the outcome of future disciplinary proceedings. The employee's performance may be reviewed at the end of the period and if it has not improved sufficiently the University may decide to take further disciplinary action.

7.3.4 An improvement notice may be given by the levels of authority set out in Appendix B.

7.4 Third Formal Action for Misconduct / Second Formal Action for Unsatisfactory Performance - Final Written Warning

7.4.1 A final written warning will usually be given for:

- (a) Misconduct and/or unsatisfactory performance where there is already an active written warning and/or improvement notice on the employee's record; or

(b) Cases where there is no active written warning and/or improvement notice on file but the University considers that the misconduct and/or unsatisfactory performance is sufficiently serious to warrant a final written warning.

7.4.2 The warning will set out the nature of the misconduct and/or unsatisfactory performance.

7.4.3 The warning will be placed on the employee's personnel file and will normally remain active for twelve months or if, based on the individual circumstances, the University decides that the matter is more serious, for a longer period and the employee shall be notified accordingly of that extended period. The employee's misconduct and/or unsatisfactory performance may be reviewed at the end of the period and if it has not improved sufficiently the University may decide to take further disciplinary action.

7.4.4 Final written warnings may be given by the levels of authority set out in Appendix B.

7.5 Final Formal Action for Misconduct and/or Unsatisfactory Performance – Dismissal

7.5.1 Employees may be dismissed for the following circumstances:

- (a) Misconduct and/or unsatisfactory performance during a probationary period; or
- (b) Misconduct and/or unsatisfactory performance where there is an active final written warning on the employee's record; or
- (c) Serious or gross misconduct regardless of whether the employee has received any previous warnings.

7.5.2 Gross misconduct can result in summary dismissal, that is, dismissal without notice or payment in lieu of notice. In cases of dismissal not involving gross misconduct the employee will be given his/her full contractual notice period, or payment in lieu of notice i.e. in instances of procedural dismissal. Procedural dismissal occurs in instances where, after a warning and / or series of warnings for the same or similar misconduct and / or unsatisfactory performance, the next available sanction is dismissal.

7.5.3 The Disciplinary Committee of the Board of Governors will consider the dismissal of a Designated Senior Post Holder. Dismissal will be with immediate effect with cessation of any contractual payments thereafter. In circumstances where the Appeal Panel determines to uphold an appeal by a Designated Senior Post Holder, any contractual payments will be reinstated from the date the dismissal took immediate effect and the relevant Designated Senior Post Holder will not be deemed to have had any break in service.

7.6 Alternative Sanctions Short of Dismissal

7.6.1 In appropriate cases, where the contract of employment allows, the University may consider other sanctions short of dismissal, such as:

(a) Period of suspension without pay;

(b) Reduction in pay.

7.6.2 These sanctions may be used in conjunction with a written or final written warning.

8. Keeping of Records

8.1 Records of the disciplinary case will be kept for the period of the active sanction and comply with relevant statutes and will be destroyed thereafter. These records will include the complaint against the employee, the employee's defence, findings made and action taken, the reason for action taken, whether an appeal is lodged and the outcome. Notes of any formal meetings will also be kept.

9. Other Related Policies

9.1 Staff Disciplinary Procedure

10. Monitoring and Review

This procedure will be monitored and reviewed on behalf of the Board of Governors by the Head of HR Strategy and Personnel. The outcome of such monitoring and review will be published on an annual basis to these bodies.

11. Dissemination of and Access to the Policy

This procedure will be disseminated to staff via the Governance section of the University's website after full consultation with the University's recognised trade unions and approval by the Board of Governors. It will also, once approved, be held electronically in a document repository on the University intranet and a hard copy deposited in the Vice Chancellor's Office.

Disciplinary Procedure for Designated Senior Post Holders	
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Policy Owner (School/Centre/Unit)	Head of HR Strategy & Personnel
Postholder responsible for implementation	Head of HR Strategy & Personnel
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Appendix A

The aim of this appendix is to give illustrations, which are not exhaustive, of behaviours, performance and conduct deemed by the University to be unacceptable, unprofessional and contrary to its staff charter. The unacceptable behaviour may exhibit itself in verbal, non verbal and written means of communication. This appendix specifies the likely outcome if after an investigation and formal hearing an employee is found guilty of any of the illustrations or similar conduct.

In investigating the circumstances surrounding a particular incident, and being presented with any other mitigating factors, the University may choose to impose sanctions less than those outlined in this appendix. Sanctions will differ according to the seriousness, and/or frequency of the breach. Sanctions which warrant summary dismissal for the first breach are considered to be examples of gross misconduct.

	BREACH	First Formal Sanction	Second Formal Sanction	Third Formal Sanction	Final Formal Sanction
1	Conduct to Others				
1.1	Inappropriate and/or offensive verbal or written communication to other employees, visitors, students or any people the University deals with	Verbal Warning	Written Warning	Final Written Warning	Procedural Dismissal
1.2	Use of foul or obscene language	Verbal Warning	Written Warning	Final Written Warning	Procedural Dismissal
1.3	Harassment of any employee, student or any other person the University deals with	Up to Summary Dismissal			
1.4	Bullying of any employee, student or any other person the University deals with	Up to Summary Dismissal			
1.5	Intimidating or Abusive Conduct towards any employee, student or any other person the University deals with	Up to Summary Dismissal			
1.6	Discriminatory conduct including Victimisation towards any employee, student or any other person the University deals with	Up to Summary Dismissal			

	BREACH	First Formal Sanction	Second Formal Sanction	Third Formal Sanction	Final Formal Sanction
1	Conduct to Others (continued)				
1.7	Deliberate and aggravated social, sexual, racial, ageist harassment or harassment on the basis of religious belief, or sexual orientation	Up to Summary Dismissal			
1.8	Physical assault or violent, or obscene conduct towards any employee, student or any other person the University deals with on or about the University's premises or in connection with the University or when representing the University	Up to Summary Dismissal			
1.9	Making malicious accusations of another employee i.e. accusations not made in good faith	Up to Summary Dismissal			
1.10	Arson or any other deliberate and or malicious damage to the property of the University, colleagues, students and visitors	Up to Summary Dismissal			
2.	Dishonesty				
2.1	Fraud, dishonesty or the provision of false information whilst in employment or during the recruitment and selection stages of employment so denying colleagues or students of reasonable expectations	Up to Summary Dismissal			
2.2	Unauthorised possession of University property, equipment or information	Up to Summary Dismissal			
2.3	Unauthorised removal of University property, equipment or information	Up to Summary Dismissal			
2.4	Deliberate falsification of records	Up to Summary Dismissal			
2.5	The theft or misappropriation of money or the property of the University, its staff, students or visitors	Up to Summary Dismissal			
2.6	Fabrication or falsification of research data	Up to Summary Dismissal			
2.7	Failure to observe the University Financial Regulations	Up to Summary Dismissal			

	BREACH	First Formal Sanction	Second Formal Sanction	Third Formal Sanction	Final Formal Sanction
3	University Interests				
3.1	Improperly using or divulging confidential information to any third party regarding the University or the University's business and commercial interests, employees or any other persons whom the University deals with or the nature of those deals	Up to Summary Dismissal			
3.2	Committing any act using or divulging any information which is contrary to or damages the interests or objectives of the University	Up to Summary Dismissal			
3.3	Deliberate damage to University property, equipment or facilities	Up to Summary Dismissal			
3.4	Misuse of the University's property, facilities or name e.g. e-mail and internet	Up to Summary Dismissal			
3.5	Use of University equipment without the authorisation from the manager responsible for the equipment	Up to Summary Dismissal			
3.6	Serious breach of confidence	Up to Summary Dismissal			
3.7	Bringing the University into serious disrepute	Up to Summary Dismissal			
4	Performance				
4.1	Failure to carry out a reasonable lawful management instruction	Written Warning	Procedural Dismissal		
4.2	Wilful refusal to carry out a reasonable lawful instruction/ request	Final Written Warning	Procedural Dismissal		
4.3	Insubordination	Final Written Warning	Procedural Dismissal		
4.4	Gross insubordination	Up to Summary Dismissal			
4.5	Failure to meet an agreed standard of performance in job or any task or project	Improvement Notice	Final Written Warning	Procedural Dismissal	

	BREACH	First Formal Sanction	Second Formal Sanction	Third Formal Sanction	Final Formal Sanction
4	Performance (continued)				
4.6	Failure to comply with an agreed procedure	Written Warning	Final Written Warning	Procedural Dismissal	
4.7	Negligence in the performance of duties	Final Written Warning	Procedural Dismissal		
4.8	Gross negligence or a serious or wilful breach in the performance of duties	Up to Summary Dismissal			
4.9	Deliberately accessing internet sites whether unlawful or not containing pornographic, offensive, obscene or any material that would bring the University into disrepute	Up to Summary Dismissal			
4.10	Failure of probationary period	Dismissal with notice see section 7.4.1			
5	Health & Safety				
5.1	Failure to observe a safety rule	Verbal Warning	Written Warning	Final Written Warning	Procedural Dismissal
5.2	Disregard for a safety rule	Written Warning	Final Written Warning	Procedural Dismissal	
5.3	Wilful and deliberate contravention of a safety rule or instigating / inciting a breach of a safety rule.	Up to Summary Dismissal			
5.4	Acting in a manner that could result in injury to an employee or damage to University property (e.g. horseplay)	Final Written Warning	Procedural Dismissal		
5.5	Acting in a manner that did result in injury to an employee or damage to University property (e.g. horseplay)	Up to Summary Dismissal			
5.6	Attending University premises or engaging in University business whilst under the influence of alcohol or unlawful drugs	Up to Summary Dismissal			

	BREACH	First Formal Sanction	Second Formal Sanction	Third Formal Sanction	Final Formal Sanction
5	Health & Safety (continued)				
5.7	Being in possession of or selling illegal drugs on or about University premises or off the premises when representing the University	Up to Summary Dismissal			
5.8	Introducing colleagues, students or visitors to the use of or sale of illegal substances on or off the premises	Up to Summary Dismissal			
5.9	Physical assault/violence/bullying on staff, students or visitors on or about the University premises or in connection with the University or when representing the University	Up to Summary Dismissal			
5.10	Incapability through being under the influence of alcohol or illegal drugs	Up to Summary Dismissal			
5.11	Breach of the University safety rules putting the health and/or safety of colleagues, students or visitors at serious imminent risk	Up to Summary Dismissal			
6	Attendance at Work				
6.1	Failure to notify the University of absence as per procedure	Verbal Warning	Written Warning	Final Written Warning	Procedural Dismissal
6.2	Unsatisfactory attendance at work within probationary period	Verbal Warning	Written Warning	Final Written Warning	Procedural Dismissal
6.3	Unsatisfactory attendance at work outside probationary period	Verbal Warning	Written Warning	Final Written Warning	Procedural Dismissal
6.4	Absence from work without an acceptable reason or appropriate authorisation	Verbal Warning	Written Warning	Final Written Warning	Procedural Dismissal
6.5	Absence from department without authorisation	Verbal Warning	Written Warning	Final Written Warning	Procedural Dismissal
6.6	Leaving place of work before end of required working day without authorisation	Up to Summary dismissal			
6.7	Arriving late for work without an acceptable reason	Verbal Warning	Written Warning	Final Written Warning	Procedural Dismissal
6.8	Unsatisfactory time-keeping	Verbal Warning	Written Warning	Final Written Warning	Procedural Dismissal