

This guide to handling a disciplinary hearing is designed to provide a straightforward structure which reflects best practice and the requirements in the ACAS Code of Practice. ¹



<p>1. Introduction</p> <ul style="list-style-type: none"> ▶ Introduce those present and their role ▶ Introduce any companion, and explain their role ▶ Outline purpose of meeting including possible outcome ▶ Explain the structure of the meeting 	
<p>2. The complaint</p> <ul style="list-style-type: none"> ▶ Explain the issue, concern or incident that has lead to the meeting ▶ Review the documentation(evidence) that will be referred to 	
<p>3. Employee's response</p> <ul style="list-style-type: none"> ▶ Allow the employee to explain their side of the story ▶ Provide a reasonable opportunity for them to ask questions, present their own evidence, and call witnesses (subject to them having given advanced warning) of their own 	
<p>4. General discussion</p> <ul style="list-style-type: none"> ▶ Ask questions to get a wider understanding of what has been said ▶ Confirm agreement if items of evidence are accepted as correct ▶ Explore any special circumstances that need to be taken into account 	
<p>5. Summing up</p> <ul style="list-style-type: none"> ▶ Give a balanced and comprehensive summary ▶ Ask if the employee has anything else they want to say ▶ Ask the companion if they want to add anything that has not already been said 	

¹ This checklist was written to reflect the ACAS Code of Practice and [The ACAS Guide to Discipline and Grievance at Work](#) to be introduced in April 2009.

6. Adjournment <ul style="list-style-type: none">▾ Reflect and give proper consideration to everything that has been said▾ Investigate any matters raised	
7. Decision <ul style="list-style-type: none">▾ Deliver your decision▾ Explain how you have reached it▾ Confirm how long any warning will remain current▾ Outlined any improvement standards and timescales for review▾ State the consequences of repeats or failure to improve▾ Advise of right to appeal	

All reasonable efforts have been taken to ensure that the advice contained in this checklist represents both best practice, and the law as it stands at the time of publication. It should not be relied on as a substitute for taking advice about specific situations.

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