

Performance Management Policy

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1.0 Introduction and Context

- 1.1 The Public Services Ombudsman for Wales recognises that good performance by staff at all levels of the organisation is essential to the provision of high quality services to complainants and public service providers. Since the organisation is funded from the public purse, there is also a duty to ensure that all members of staff perform at an acceptable level, to ensure that the service provides value for money.
- 1.2 This Policy is additional to the annual appraisal process, which is the most formal aspect of performance management. That process starts and ends a cycle of performance management activity. There is a separate document that deals with that process.
- 1.3 This policy sets out the organisation's approach to managing performance, including setting standards of performance, providing support and training to allow staff to achieve the required levels of performance, recognising good performance and addressing poor or unacceptable levels of performance. Since members of staff will normally want to perform at a good level, the policy seeks to be collaborative rather than confrontational where possible.
- 1.4 Management of performance is an issue for the organisation as a whole, for all members of staff and for all managers.
- 1.5 This policy on performance management aims to ensure that all members of staff carry out their duties:
- to the highest standards
 - so as to meet current internal and external output targets and exceed them where possible
 - to provide high quality and timely support to colleagues
 - to meet the Ombudsman's other objectives, as outlined in the current operational plan
 - to protect and enhance the reputation of the Ombudsman
 - to facilitate staff reaching their full potential.
- 1.6 Whilst the principles and approach are set out in this policy, it is recognised that there must be a degree of flexibility in its application, depending on circumstances. The approach to, and level of detail in, the management of performance will depend on the circumstances, on the nature of the roles involved and on individuals. It may be that over-prescriptive management can be unhelpful for experienced staff who are performing well. However, closer monitoring and support is important for less experienced staff and where improved performance is required.
- 1.7 References to "managers" in this policy include all line managers, and Supervisors or Assistant Investigation Managers where they are assigned some or all of the specific tasks involved.

1.8 This policy does not form part of the contract of employment and it may be amended at any time. PSOW may also vary this procedure, including any time limits, as appropriate in any case. Substantial changes to this policy will be made only following consultation with the Staff Representative Council.

1.9 *[This policy and procedure has been agreed following consultation with the Staff Representative Council, and applies to all staff regardless of status or length of service. To be included in final version.]*

2.0 Principles of the Performance Management Policy

2.1 PSOW has high expectations of its staff. It recruits those it believes can meet those expectations. All staff, irrespective of their level of experience, are expected to consider their performance and to work continuously to improve it. This will help the organisation to remain relevant and influential in a changing environment. Each member of staff is responsible for their own performance.

2.2 Good performance is positive for the individual member of staff, the team, the manager and the organisation. Poor performance can be worrying to the individual, dispiriting for colleagues if they see that poor performance is not addressed and damaging to the organisation.

2.3 Managing performance is an interactive and open process; its focus is on supporting staff to perform well, but also addressing instances of poor performance. PSOW's aim is to be flexible and constructive, to support high performance. Where the level of performance is not acceptable, PSOW will help the member of staff to reach an acceptable level of performance and to work to secure continued improvement.

2.4 Managers should be clear about what they expect from staff and how they can help, and they should recognise good performance both during formal appraisal / development review discussions and through ongoing informal feedback. Managers will also ensure that continued poor performance is not simply accepted or worked around.

2.5 Where performance falls below the desired level, the actions of PSOW and of individual managers will take appropriate account of personal circumstances at each stage of the process, but will require performance to reach the required level within a reasonable period.

2.6 The PSOW's approach to performance management will reflect the following broad steps for managers:

1. Identify the level of performance required.
2. Be clear (and as specific as possible) as to the expected results or outcome and by when.
3. Communicate the expectations clearly, and be clear that they must be met.
4. Monitor progress in an agreed way (method and frequency) but be clear that responsibility remains with individual member of staff.

5. Review achievement and determine new required results or take steps to address poor performance in accordance with this policy.

Note: Levels of management supervision, monitoring and involvement will vary, but where a member of staff is performing well the monitoring arrangements will generally be less frequent and less detailed.

- 2.7 This policy is specifically about managing performance. Poor performance may be accompanied by alleged misconduct or poor attendance. Alleged misconduct will be managed in accordance with the PSOW disciplinary policy. Issues of attendance will generally be addressed by the attendance policy, but may also be a consideration under this policy where poor performance is linked to poor attendance.

3.0 Roles and Responsibilities

- 3.1 All members of staff are responsible for:

- Managing and continuously improving their own performance
- Monitoring and reporting on performance and progress to their line manager
- Seeking support, guidance or training to help them perform at a high level
- Ensuring they are aware of this Policy and Procedure, and that they meet the requirements within it
- Meeting their obligations under the Performance Management & Development Review Policy & Process
- Telling their manager if something is significantly impacting on their performance

- 3.2 Line Managers, including Assistant Investigation Managers where appropriate, are responsible for:

- Ensuring staff have had adequate induction and initial training and support.
- Setting high expectations (for example the required quality and throughput of work, and the appropriate level of independence in progressing investigations or determining findings) for members of staff and communicating these, and work objectives, clearly.
- Ensuring staff understand their duties and the standards of performance required.
- Being clear (and as specific as possible) as to the expected results or outcome and by when.
- Providing regular feedback on performance and aiming to deal with performance that is below the required level, informally where possible.
- Recognising good performance.
- Helping members of staff to secure the support, guidance or training they need.
- Agreeing reporting and monitoring arrangements.
- Acting to address continued poor performance clearly, decisively, fairly and sensitively.

- Meeting their obligations under the Performance Management & Development Review policy & process.

3.3 The Chief Operating Officer is responsible for:

- ensuring that staff are aware of and understand the Performance Management Policy and other relevant policies and procedures
- ensuring that Line Managers are trained in the use and application of this policy
- supporting and advising Line Managers when dealing with matters under this Policy, seeking advice from PSOW's HR Adviser when appropriate
- ensuring that this Policy is up-to-date, in line with best practice and compliant with employment legislation.

4.0 Disabilities

4.1 At each stage of the Performance Management Procedure, consideration should be given to whether the unsatisfactory performance is related to a disability and if so, whether there are reasonable adjustments that could be made to the requirements of the job or other aspects of the working arrangements.

4.2 If staff have difficulty at any stage of the Procedure because of a disability, or wish to inform PSOW of any medical condition they consider relevant, staff should contact the COO/DOI who should when necessary take advice from PSOW's HR Adviser.

5.0 Process

5.1 Management of performance is continuous, and applies to all staff at all levels.

5.2 There are key elements of the performance management process:

- Induction and early support / communication of expectations
- The PMDR process including mid-year review
- Progress meetings during the year
- Informal feedback on good or poor performance, often prompted by a specific piece of work
- Feedback from review requests, audits or quality assurance reviews
- Team meetings, where general issues, good practice or changes in practice, concerns or priorities that do not relate only to one individual can be highlighted.

5.3 Recognising good performance, and addressing poor performance, should be part of the way we work, and should not be delayed until the annual or mid-year review or progress meetings. Ongoing feedback is helpful in supporting good performance. Feedback should recognise areas of good performance as well as areas of concern.

- 5.4 Performance includes the following:
- timescales for the completion of work;
 - delivery of work including reports and correspondence;
 - levels of output;
 - accuracy and professionalism of work;
 - appropriate judgment in casework decisions and on when to seek advice from advisers or managers; and
 - behaviours that support the development of appropriate and constructive professional relationships with colleagues, complainants and public service providers.

Induction and early support

- 5.5 In addition to corporate induction managed by Corporate Services, all new members of staff (and existing staff taking up new roles) must be given clear information on their duties and what is expected of them. Managers should make early arrangements to do this and will generally designate a mentor or other point of contact for guidance.
- 5.6 During this probationary period, Probation Review meetings must take place in accordance with the [Probationary Policy](#). This requires an initial probation review meeting to take place within the first 2 weeks of employment, followed by formal probation review meetings at the intervals set out in that Policy. This will help ensure that decisions, on whether or not to continue the employment of staff, made during and at the end of the probationary period are informed decisions.

The PMDR process including mid-year review

- 5.7 The PMDR process provides the most formal means of agreeing objectives and priorities, and for discussing good performance, areas for improvement and any areas of poor performance.
- 5.8 The PMDR process is the subject of a separate policy document.

Progress meetings during the year

- 5.9 Progress meetings between each member of staff and his / her line manager (and AIM where appropriate) should take place at least quarterly. They are pre-arranged meetings, focussing on work progress / casework progress issues, including a review of performance and progress.
- 5.10 Whilst progress meetings should be informal in style, a very brief record of the event should be recorded by the manager. The records should be available to the member of staff and they may have a copy if requested.
- 5.11 Where discussions or decisions on specific cases take place, the member of staff should record this on the Workpro case record.

Informal feedback on good or poor performance, often prompted by a specific piece of work

- 5.12 Managers should provide clear and constructive feedback on work. Feedback should be given as soon as possible. Staff performing at all levels benefit from feedback.
- 5.13 Feedback should focus on behaviours and draw on completed work, the impact of behaviours or actions and it should identify anything that needs to be done differently. **The focus should be on what can be changed and improved in the future.**
- 5.14 Managers should consider and discuss how they can support good performance and support the development of the member of staff.
- 5.15 Managers should check that comments and feedback are understood, that next steps and measures of progress are clear and agreed.

Team meetings, where general issues, concerns or priorities that do not relate only to one individual can be highlighted

- 5.16 Team meetings can be used to communicate or reinforce priorities and targets, raise concerns about common issues of performance or explain changes in process or priority.
- 5.17 Issues raised at team meetings should also be reinforced (at progress meetings, ad hoc meetings or in writing) with individual members of staff where the matters raised relate particularly to them.

6.0 Considerations in managing performance

- 6.1 In considering the performance of any member of staff, consideration should be given to any underlying factors, generally short-term, that may affect performance. These may include:
- health, personal or domestic problems;
 - recent changes in the job, working arrangements, or responsibilities;
 - adjusting to departmental reorganisation or a change in line management; and
 - difficulties in settling in, or coping with the work, in the case of people who are new to their role.
- 6.2 Members of staff are encouraged to discuss with their Line Manager any issues which may be affecting their performance, and this should happen as soon as the member of staff is aware of the issue. Any work related concerns, issues or problems should be discussed informally between the Line Manager and the member of staff as soon as there is an issue or concern. If a member of staff feels unable to discuss matters with the Line Manager, or where the Line Manager is perceived by the member of staff to be part of the problem, he / she should approach the Line Manager's Line

Manager (i.e. Corporate Services Manager, Assistant Director of Investigations & Legal Adviser, Chief Operating Officer & Director, or the Ombudsman). Where appropriate the procedure may be varied slightly, in accordance with 12.1 of this policy, as a result of such concerns.

6.3 Management of performance is a universal and ongoing process, generally managed through the mechanisms set out within section 5 of this policy and procedure. However it is recognised that at times it will be necessary to address concerns about performance using formal procedures. Where concerns about performance are not addressed satisfactorily by ongoing performance management as outlined above, formal action to address poor performance will be taken. This is detailed below. It is important that managers keep good written records of meetings, discussions, actions and outcomes throughout the formal process.

7.0 Addressing poor performance – formal process

7.1 Throughout this part of the Policy, references to the right of a member of staff to be accompanied by a companion during formal proceedings allows for a Trade Union representative or a work colleague to act as companion.

7.2 Staff will not normally be dismissed for performance reasons without previous warnings. However if the member of staff is in his / her probation period, or in serious cases of gross negligence, dismissal without previous warnings may be appropriate.

7.3 A high level of performance is expected of all staff. Where a manager has concerns about the performance of a member of staff, he / she should raise them with the member of staff, as set out in section 4 above, and make sure that the member of staff is aware of this policy and the formal process for addressing poor performance.

7.4 In implementing this formal process for addressing poor performance, it is important that Line Managers have sufficient information and can provide specific examples of poor performance. The following are examples of evidence of poor performance. These examples are not exhaustive or prescriptive but are provided as a guide.

- Failure to meet the required standards of performance.
- Failure to meet reasonable timescales for the completion of work.

- Delivery of work that differs from what had been specified without adequate cause.
- Failure to adhere to PSOW's guidance on casework.
- Lower levels of output than other colleagues carrying out comparable work, or who work at a comparable level.
- Higher error rates than other colleagues carrying out comparable work, or who work at a similar level.

- Failure to make reasonable enquiries or adequate investigation of issues raised in casework.
- Significant and/or repeated errors of judgment in casework decisions.
- Behaviours that do not support the development of appropriate and constructive professional relationships with colleagues, complainants and public service providers.
- Upheld complaints about the member of staff or his/her work.
- Failure to prepare reports/written work to an acceptable standard.

7.5 The formal process will build on information from progress meetings and other feedback, and may include reference to PMDR documents. The process will be engaged when there is concern that performance has not reached or been maintained at the required level. In summary the process, for staff reporting to a line manager other than the Chief Operating Officer & Director of Investigations or the Ombudsman, is:

- First performance management meeting and (first) written warning (Line Manager).
- Review of progress by Line Manager after set period (normally two months) followed by **either** a meeting to confirm satisfactory progress and agree any further actions **or**, if performance has not improved as required...
- a second performance management meeting and final written warning (Line Manager).
- Review of progress by Line Manager after set period (normally two months) to involve Chief Operating Officer / Director of Investigations.
- This will be followed by **either** a meeting to confirm satisfactory progress and agree any further actions **or**, if performance has not improved as required, a final performance management meeting to involve the Chief Operating Officer / Director of Investigations at which a decision will be made as to whether to dismiss on performance grounds or transfer to other duties (if available).

7.6 In exceptional circumstances, a further review after one more month may be agreed by the Chief Operating Officer/Director of Investigations at, or following, the performance management meeting. This will only apply if performance has not quite reached the required level, but substantial improvement has been made and there is a realistic expectation that a satisfactory level of performance could be achieved within one further month.

7.7 It is important that performance is maintained at the required level, and that this is achieved without ongoing additional support such as close mentoring on casework.

7.8 Any subsequent lapses in performance, or cases where performance is maintained only because of the ongoing efforts of others, will be considered at a further performance management meeting. The outcome of that meeting will be to dismiss on performance grounds or, if there are clear short-term reasons for the lapse in performance and improvement is likely, a final written warning and one month review.

7.9 Performance will be reviewed. If performance is then at or above the required level, no further action will be taken. If performance remains below the required level, the member of staff will be dismissed on performance grounds or transferred to other duties if appropriate and available.

7.10 It is the policy of PSOW that, after successful completion of the probationary period, members of staff are not subjected to formal sanctions for poor performance unless they have been given a written statement of the reasons for concern and a fair hearing has been held. Staff who are dismissed will be given the right to an appeal meeting.

8.0 Right to be accompanied

8.1 Staff may bring a companion to any performance management meeting or appeal meeting under this Procedure. The companion may be either a Trade Union representative or a PSOW colleague. Staff must tell the Line Manager conducting the meeting who the chosen companion is, in good time before the meeting so any potential conflict of interest can be identified and addressed.

8.2 A companion who is a PSOW colleague is allowed reasonable time off from duties without loss of pay but no-one is obliged to act as a companion if they do not wish to do so.

8.3 If a companion cannot attend on a proposed date, staff can request a postponement as long as it is not more than 5 working days after the date originally proposed. This limit may be extended by mutual agreement. The letter advising staff of the re-scheduled meeting date will make clear that the meeting will not be rearranged a second time and that the meeting will be conducted in their absence should they or their representative be unable to attend and/or fail to attend.

8.4 PSOW may allow, in exceptional circumstances, staff to bring a companion who is not a colleague or a Trade Union representative where this will help overcome a particular difficulty caused by a disability.

9.0 Detailed arrangements

9.1 The member of staff will be notified of each performance management meeting, in writing, at least 5 working days before it is held. The member of staff will also be notified in writing of the issues of under-performance for discussion, including examples or details where appropriate, and the date, time and venue of the meeting. The member of staff will also be advised that the outcome from the meeting could be the issuing of a formal written warning. The member of staff will be made aware of the right to be accompanied.

9.2 The member of staff must make every effort to attend the meeting as arranged. Failure to attend without good reason may be treated as misconduct in itself. If the member of staff fails to attend without good reason, or is persistently unable to do so, the Line Manager or Chief Operating Officer & Director of Investigations may have to take a decision in their absence based on the available evidence.

9.3 If the member of staff cannot attend the meeting they must inform the Line Manager conducting the meeting in advance whenever possible. If staff fail to attend through circumstances outside their control and unforeseeable at the time the meeting was arranged (e.g. illness), another meeting will be arranged. The meeting will be rearranged within 5 working days of the original date where possible.

10.0 Performance Management Meetings

10.1 Performance management meetings meeting will be with the Line Manager and (where indicated in 7.6 above), with Chief Operating Officer & Director Investigations. The PSOW HR Adviser will be consulted before any meeting at which dismissal is being considered, and may attend any performance Management Meeting at the request of the Line Manager or Chief Operating Officer & Director Investigations.

10.2 At the meeting the member of staff's performance will be discussed. Details and examples of performance that is causing concern will be discussed and examples, details or written details will be provided as appropriate. Any informal action taken already (e.g. counselling, support, supervision, training, objective setting etc.) should be reviewed.

10.3 The member of staff will be asked what support or training would help them to achieve the required levels of performance.

10.4 A meeting may be adjourned if:

- the Line Manager needs to gather any further information or give consideration to matters discussed at the meeting or raised by the member of staff; or
- significantly different additional issues or concerns (not just information supporting the original concern) are raised by the Line Manager.

In the latter case the member of staff will be given a reasonable opportunity to consider the new issue before the meeting is reconvened.

10.5 After the Performance Management meeting the Line Manager will consider the concerns and information available and decide whether to issue a formal written warning (first or final). The Line Manager may consult PSOW's HR Adviser. Where possible, the decision will be explained to the member of staff in person. The outcome may also include changes to levels of supervision and / or reductions in the level of authority delegated to the member of staff.

10.6 The member of staff will be informed of the outcome of the meeting in writing, together with reasons, within 5 working days of the performance management meeting. The letter will include details of the improvements and timescales required, any specific actions required of either party and the consequences if improvement is not achieved.

11.0 Right of appeal and appeal process

- 11.1 In cases where a member of staff is to be transferred to other duties, given a final written warning or dismissed, the member of staff will have the right of appeal.
- 11.2 Within 5 working days of receiving the decision letter the member of staff must inform the COO/DOI (or the Ombudsman if the COO/DOI has made the decision which is being challenged) of their intention to appeal. The notification need not specify the grounds for appeal, and if it does not the COO/DOI or Ombudsman and staff member will agree a date by which those grounds, set out clearly in writing, will be given to the COO/DOI or Ombudsman.
- 11.3 On receipt of the grounds for appeal staff will be invited to attend a meeting to consider the appeal. Staff will have the right to be accompanied at the meeting by their companion. At least 5 working days advance notice of this meeting will be given.
- 11.4 The appeal will be heard by the COO/DOI (or Ombudsman if the COO/DOI has made the decision which is being challenged) who has not been involved in the case and who will generally be supported by PSOW's HR Adviser. All parties must submit all papers relating to the decision being appealed to the person hearing the appeal within 4 working days of the appeal meeting. That person will then immediately distribute a copy to the parties and PSOW's HR Adviser.
- 11.5 The person hearing the appeal (Appeal Officer) (AO) will consider only the performance issues that were considered in the Performance Management Meeting that resulted in the decision being appealed. New evidence will not be considered unless the AO agrees that it is clearly relevant to the performance issues being considered.
- 11.6 The appeal panel will follow the guidance for appeal meetings set out in Appendix C.
- 11.7 The member of staff will be notified of the outcome of the appeal in writing as soon as possible after the appeal meeting, and normally within 2 working days.
- 11.8 The COO/DOI's or Ombudsman's decisions at Appeal Stage are final.
- 11.9 Where the seniority / line management of the member of staff is such that the appeal is against a decision made by the Ombudsman, the Ombudsman will arrange for the appeal meeting panel to be chaired by a suitable independent person appointed by the Ombudsman.

12.0 Exceptions to Procedure

- 12.1 This procedure and the timescales for each stage may be changed following discussion with the member of staff.

13.0 Keeping Records

- 13.1 Confidential records, to a level appropriate to the stage of the process, will be kept by the Line Manager during the informal and formal parts of the performance management process. Records will include notes of any informal review period, including targets, training, support and timeframes agreed with staff. In addition, evidence of poor performance and mitigation offered by staff during the process.
- 13.2 A master file must be held in Corporate Services once any formal proceedings have commenced recording:
- details of action taken (if any)
 - reasons why the action was taken
 - if there was an appeal, details of it and the outcome.
- 13.3 Staff will have access to their personnel records in accordance with the Data Protection Act.
- 13.4 Final Written Warnings will remain live after the review period for a period of 12 months confirmed in the letter. Other Written Warnings will remain live for 6 months after the review period.

14.0 Confidentiality

- 14.1 It is incumbent upon all those involved in performance management proceedings to ensure that all records are kept confidential and that the proceedings are not discussed with people who are not directly involved. Any person found to be in breach of confidentiality will be liable to disciplinary proceedings.

Document Owner	Chris Vinestock
Policy & EIA approved by management team	8 March 2016
Due date of next Review	March 2018
For publication to :	Intranet (Yes/No) : YES PSOW website (Yes/No) : YES

Delegation of Authority and Appeal Arrangements

Table 1: For members of staff who report to a manager other than the Director or the Ombudsman

Stage	Administered By	Appeal officer
Informal Procedure	Line Manager	N/A
First Performance Management meeting	Line Manager	N/A
Second Performance Management meeting	Director	Ombudsman
Dismissal or transfer to other duties if available	Director	Ombudsman

Table 2: For members of staff who report to the Director

Stage	Administered By	Appeal officer
Informal Procedure	Director	N/A
First Performance Management meeting	Director	N/A
Second Performance Management meeting	Ombudsman	Independent person
Dismissal or transfer to other duties if available	Ombudsman	Independent person

Table 3: For members of staff who report to the Ombudsman

Stage	Administered By	Appeal officer
Informal Procedure	Ombudsman	N/A
First Performance Management meeting	Ombudsman	N/A
Second Performance Management meeting	Ombudsman	Independent person
Dismissal or transfer to other duties if available	Ombudsman	Independent person

Guidelines for Performance Management Meetings

Purpose of the meeting

- Clarify the details of the unsatisfactory performance
- Give staff an opportunity to state their case and consider any reasons for the unsatisfactory performance
- Consider what help and support would assist and what can be given
- Where appropriate, proceed with formal action

Conduct of the meeting

- The meeting should be conducted in a constructive atmosphere. Such meetings can be stressful for staff, and the Line Manager should make every effort to put the member of staff at ease. Under the terms of this Policy, the meeting will be conducted as follows.

The Line Manager will:-

- introduce those present, briefly explain the purpose of the meeting, and set out the proposed format
- confirm that the member of staff has received details of the performance issues to be discussed
- the Line Manager will explain the concerns and refer to supporting detail as appropriate
- invite the member of staff and their companion to ask questions or comment on the concerns and evidence. They may refer to other supporting documentation
- invite the member of staff and their companion to comment further on performance and identify those areas of agreement and any aspects that are disputed.
- invite the member of staff to suggest any particular support or training that would allow the member of staff to perform at the required level
- invite the member of staff or companion to set out any non-work factors that may be affecting performance
- ask any further questions of the member of staff and their companion
- the Line Manager and the member of staff and their companion may summarise their respective views before the meeting closes

All parties must make every effort to resolve conflicts of evidence by asking questions at the time. Points of contention which remain unresolved must be clearly recorded.

The Line Manager will close the meeting.

The meeting may also be adjourned for refreshment breaks or if there is a need for either the member of staff or the Line Manager to confer. Facilities should be made available for a member of staff and their companion should they wish to confer in private. The meeting should then be reconvened as soon as possible.

- If the member of staff, the Line Manager or a witness becomes rude or aggressive during the meeting, the proceedings should be suspended for a 'cooling off' period. If the member of staff, the Line Manager or a witness reports for a meeting apparently unwell or under the influence of drugs or alcohol, the meeting should be postponed and reconvened as soon as possible. The record of the meeting should state the reasons for the postponement.

After the meeting

- The Line Manager will be responsible for ensuring the preparation of a written summary record of the meeting. The Line Manager should ensure the record includes all the relevant points made during the meeting by all parties. A copy of this record will be sent to the member of staff.

Decision

The Line Manager must ensure that there is a balanced and reasoned assessment made of all the evidence considered at the meeting, especially any points that have been raised in mitigation.

The decision should be communicated clearly, including details of further steps.

All relevant circumstances taken into account. The decision should take account of any mitigating factors put forward by staff.

The Line Manager may consult the HR Adviser in advance, during an adjournment or after the meeting but before making a formal decision.

Any decision to dismiss or transfer to other duties (whether or not the other duties attract a lower pay range) must be made by the COO/DOI (or Ombudsman as set out in the policy).

Conveying the decision

- The decision should be made fairly and as quickly as possible. Wherever possible the decision should be communicated to the member of staff orally, though the companion need not be present. The formal decision will be that conveyed in writing.
- In cases where the member of staff is absent as a result of illness, the Line Manager should consult COO/DOI. It may be appropriate for the Line Manager to make a home visit to the individual. The HR Adviser may be consulted.

Guidelines for Appeal Meeting

- The COO/DOI or Ombudsman will outline how the meeting is to be conducted and explain the role of those present. There will be a note-taker present.
- Member of staff/representative to set out grounds of appeal and present information or evidence in support of the appeal. Where appropriate they may set out any mitigating factors.
- The Line Manager (or other person whose decision is being appealed) will have the opportunity to ask questions of the member of staff/representative on the grounds of appeal and any evidence.
- The Appeal officer (and HR Adviser if present) may ask questions of the member of staff/representative.
- The Line Manager (or other person whose decision is being appealed) will then respond to the grounds of appeal setting out his/her case, presenting any evidence and explaining why the appeal is resisted.
- The member of staff /representative will have the opportunity to ask questions of the Line Manager.
- The Appeal officer (and HR Adviser if present) may ask questions of the Line Manager.
- The Line Manager (or other person whose decision is being appealed) will have the opportunity to sum up.
- The member of staff/representative will sum up their case.
- The member of staff/representative and the Line Manager will leave the room while the Appeal officer considers the evidence in private, taking advice from PSOW's HR Adviser as appropriate.
- The Appeal officer should consider:-
 - procedural correctness
 - reasonableness of the original decision
 - if the original decision is not to be upheld, whether it would be fair to reach a different outcome and / or course of action.
- If further investigation is required, the meeting will be adjourned pending the investigation. All parties will be invited back to hear the decision. The decision will be confirmed in writing within 2 working days of the appeal meeting. A copy of the typed minutes will be sent to the staff for their records.

- If the member of staff had been dismissed and it is decided to reinstate the member of staff to the same post, normal payment will be paid from the date of dismissal to the appeal decision.
- In cases of re-engagement to another post, payment will be made at the rate of pay for the new job from the date of dismissal to the date of the appeal decision.