

Templates

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Sample job description and person specification

Job title:

Personal assistant (PA)

Reporting to:

(Your name)

Location:

Home care in the (do not put your address but the area where your home is located) area.

Nature of the job role:

To assist with a variety of tasks which will support the employer to live an independent personal and social life.

Main duties:

Personal duties: (Add the tasks from your list)

Domestic duties: (Add the tasks from your list)

Social duties: (Add the tasks from your list)

These duties may vary from day to day.

Any other reasonable duties that may be necessary.

Hours of work:

(List the days and hours of work – you can add ‘flexible hours to be mutually agreed’ if you choose)

Rate of pay:

(If the hours include evenings, sleepovers or weekends, list the different rates of pay e.g. weekdays, sleepover. Remember you must always pay at least the national minimum wage. (Details of any related benefits and pension)

Qualifications and experience:**Essential:**

(List the essential qualifications and experience you need your employee to have: e.g. driving licence, car and appropriate insurance, knowledge of a particular language or culture, able to swim, nursing qualification.)

Preferred:

(List the qualifications and experience you would like your employee to have e.g. computer literate, good communicator, likes dogs, experience of this type of work.)

Blank job description and person specification

Job title:

Reporting to:

Location:

Nature of the job role:

Main duties:

Hours of work:

Rate of pay:

Qualifications and experience:

Essential:

Preferred:

Sample job advert 1.

Personal assistant required

Personal assistant required to care for a disabled young man in his home from 2.45pm Saturday through to 2.45pm Sunday. Duties to include a sleeping night and a waking night on alternate Saturdays.

Applicants must have held a clean driving licence for at least one year and be over 21 years of age, as duties include driving specialised transport.

The rate of pay will be around £9.00 per hour.

Successful applicants are required to provide an enhanced DBS check. The expense will be met by employer.

Please write with CV to S. Holmes, PO BOX 221b, London BS18 E59. Closing date for applications is (insert a date one month from when the advert was placed).

Sample job advert 2.

Part time assistant required

Personal assistant to assist 27 year old disabled mother of two with daily tasks. Main duties will include cleaning; ironing; assisting on outings like walking the dog; socialising with children in and out of the home; escorting children to and from school.

Applicant must have experience of dogs and must have sound experience of working with children aged 7 and 8. Knowledge/experience of Fibromyalgia/ME desirable but not essential. Successful applicant will be subject to full DBS check paid for by employer.

Will work up to 20 hours per week as agreed between 8.30am and 6.30pm Mon-Fri with occasional weekend work. Wage to be arranged – will be approx £7.00 per hour.

Please email CV with cover note to a.nother08@btinternet.com or fill in Job Centre application form.

Sample job application form

Surname (block letters):

Other names:

Address:

Telephone:

Education and training

Details and results of any qualifications:

Further education (e.g. technical college, evening classes):

Any skills or other training:

Employment history:

Present employer address:

Job title:

Duties:

Rate of pay:

Date employed from: **to:**

Referees details:

No approach will be made to your present employer before an offer of employment is made to you.

Please tell me about other jobs you have done and about the skills you used and/or learned in those jobs:

Please tell me why you have applied for this post and give examples of things you have done that make you particularly suited to the job:

Have you ever been convicted of a criminal offence?
(declaration subject to the Rehabilitation of Offenders Act 1974)

YES

NO

If you have a disability please tell me about any adjustments I may need to make to assist you at interview:

Please tell me if there are any dates when you will not be available for interview:

I can confirm that to the best of my knowledge the above information is correct.
I accept that providing deliberately false information could result in my dismissal.

Signature _____ Date _____

Interview checklist and sample interview questions

Interview checklist

- Arrange a venue.
- Think about a trial run; interviewing is just as stressful as being interviewed.
- If required, arrange assistance with interviewing.
- List interview questions.
- Plan the length of interview.
- Think about how formal or informal you want to make it.
- Prepare information to conclude the interview.

Questions

An interview is an exchange of information, therefore, it is important to listen and give the person a chance to speak and ask clear questions.

Don't assume anything, whether in terms of giving or getting information.

Interview questions – choose a few from the following list and add your own:

- Do you have any questions about the job description?
- I see that you don't have direct experience of this kind of work, but people often have other experience. For example, some people have members of their family, or friends, or maybe neighbours who are disabled in one way or another. What experience of working with disabled people do you have?
- If you were out with me and someone persisted in ignoring me and spoke only to you, how would you react?
- I will need to tell you how to do things in the way I want them done. How do you think you would cope with this?
- How would you react if you have done something and I want it done again in another way?
- What does safeguarding mean for you?

- What if I ask you to do something, and you think there is another way to do it that you would prefer – what would you do?
- If we did have a difference of opinion, how do you think you would deal with this?
- What qualities and experience do you have that you think would make you a good personal assistant?
- Would you be interested if there is any training available?
- Have you been on any relevant training courses? If so, what and when?
- Would you be prepared to consider being called on at short notice to do more than your usual hours, e.g. if another personal assistant goes off sick?
- What shifts would you prefer, e.g. days, nights or a mixture?
- What are your hobbies/interests?
- Do you have a car? Would you be prepared to use it for work? Is the car insured for use at work?
- Would you be prepared to consider part-time or relief work?
- Any questions you'd like to ask me?

If you have pets you might want to mention them. Some people have allergies and might not be able to work in an environment where there are pets.

If relevant you should ask why they are leaving, or have left, their current or last job. You should mention any other things you enjoy doing such as gardening, socialising and ask if the personal assistant would be prepared to do this as part of their job.

Concluding the interview

You should also explain the following:

- Pay and conditions and any rota system you have worked out in advance.
- Contract of employment.
- When/how they will hear if they have been successful or not.
- That you will take up references for them before appointment.
- Tell them that if they are successful relevant Disclosure and Barring Service (DBS) checks may be carried out before they can start work, in addition to satisfactory references and any other pre-employment checks. Ask the Direct Payment Support Service for clarification.

Sample letter inviting people for an interview

Your name
c/o Direct Payment Adviser
Job Centre
PO Box*

Date

Name of applicant

Address of applicant

Dear (applicant's name)

Personal assistant position

Further to your application for the position of personal assistant, I would be delighted if you could attend an interview on (date) at (time) at (address).

Please write to the above address to confirm that you are able to attend.

(You may want to include a map for the location of the interview.)

(If you are paying people's interview expenses put the details here.)

I look forward to seeing you.

Yours sincerely

(Your name)

*Use the return address you used for applications, not your own address.

Sample letter telling people they have not got an interview

Your name

c/o Direct Payment Adviser
Job Centre
PO Box*

Date

Name of applicant

Address of applicant

Dear (applicant's name)

Personal assistant position

Further to your application for the position of personal assistant, I regret to inform you that you have not been selected for interview on this occasion.

Thank you for your interest and taking the time to apply for the position.

Yours sincerely

(Your name)

*Use the return address you used for applications, not your own address.

Sample letter offering the job

Your Name

c/o Direct Payment Adviser
Job Centre
PO Box*

Date

Name of applicant

Address of applicant

Dear (applicant's name)

Offer of employment

Further to your recent interview, I am pleased to be able to confirm the following offer of employment, subject to satisfactory references and other pre-employment checks such as DBS and qualifications.

Job title	Personal assistant
Hours of work	(Insert hours of work)
Annual leave	(Insert number of days/hours)
Probationary period	(Insert number of weeks)
Salary	(Insert salary)
Start date	(Insert start)

I would be grateful if you could confirm your acceptance in writing or by phone.

Yours sincerely

(Your name)

*Use the return address you used for applications, not your own address.

Sample letter asking for a reference¹

Your Name
c/o Direct Payment Adviser
Job Centre
PO Box*

Date

Name of referee

Address of referee

Dear (referee's name)

(employee's name)

The above named has applied for a position of personal assistant and has given your name as a referee.

I would be grateful if you would be kind enough to answer the following questions, along with any relevant additional comments that you may care to offer, and return in the enclosed stamped addressed envelope.

- Has this person experience relating to the enclosed job description within their current role with you?
- How reliable has this person been whilst working for you?
- What periods of sick leave/absence has this person had and what were the reasons?

May I take this opportunity to thank you for your co-operation and assure you that this information will be treated in the strictest confidence.

Yours sincerely

(Your name)

*Use the return address you used for applications, not your own address.

¹You can only ask for references once a conditional job offer has been made.

Sample letter turning down an applicant

Your Name

c/o Direct Payment Adviser
Job Centre
PO Box

Date

Name of interviewee

Address of interviewee

Dear (interviewee's name)

With regards to the interview held on (date) for the position of personal assistant, I regret to inform you that you have not been successful on this occasion.

(If you are offering people feedback on why they didn't get the job, say so here and give details as to how they can contact you*.)

Thank you for taking the time to make your application and attend the interview and I hope you find a suitable position in the near future.

Yours sincerely

(Your name)

*Use the return address you used for applications, not your own address.

List of documents to prove the legal right to work in the UK

If you unknowingly employ someone who doesn't have the right to work in the UK, you can face a fine (in 2012 this was up to £10,000 per worker).

If you knowingly employ someone who doesn't have the right to work in the UK you will face a more severe penalty such as a prison sentence.

You must also make sure you have paperwork from the person you want to employ to prove they are eligible to work in the UK. You will need to check their documents before they can start, so you will need to think about a suitable start date that will allow time for these checks to be made.

To prove they are eligible to work in the UK, workers need to provide one of the following documents:

- a British or European passport
- a birth certificate confirming that they were born in the UK or the Republic of Ireland
- a letter from the Home Office confirming that they have a legal right to work in the United Kingdom.

More information is available from:

www.ukba.homeoffice.gov.uk where you can download their full guide for employers on preventing illegal working in the UK

Sample contract of employment

Employer's name:

Employee's name:

Date of commencement of employment or continuous employment:

Type of contract: e.g. permanent, full time, part time, temporary

Main place of work:

(Insert your address)

Job title:

Personal assistant

Duties and responsibilities:

As set out in the job description, the employer may require you to carry out other reasonable duties as required.

Probationary period:

There will be a probationary period of (usually three months). At the end of this period the position will be reviewed and if satisfactory the continuation of your employment will be confirmed. During the probationary period either party can terminate employment by giving one week's notice.

Hours, days or shift pattern of work:

Your hours of work will be

(Insert number of hours) weekday hours

(Insert number of hours) weekend hours

(Insert number of sleepovers if required and rota for sleepover(s))

There is a need for the employee to be flexible and these hours may be changed as required according to the employer's needs. Under these circumstances, where hours need to be changed or additional hours worked, the employer will give as much notice as possible. The employer and employee should seek to agree these changes in advance.

You will need to state if any work is outside of the UK.

Lateness:

If you are going to be more than 10 minutes late you are required to contact the employer as soon as possible but at the very latest 30 minutes before you are due to start work.

Salary:

As an hourly paid employee, your salary will be £(insert weekday hourly rate before NIC or Tax deductions) for weekdays, £(insert weekend hourly rate before National Insurance Contributions and Tax deductions) for weekends and bank holidays and £(insert rate for sleepover before National Insurance Contributions and Tax deductions) for sleepovers. Your salary is payable (insert either monthly or weekly) and will be paid on (insert date of salary payment. If monthly it could be the third working day of the month or last Friday in the month for example. If weekly insert day of payment) by (insert direct payment into your bank/cheque/cash).

The employer will deduct National Insurance and Income Tax as required by law. The employer may also deduct any overpayment of wages or holiday entitlement.

There is no requirement to pay more for weekends and bank holidays. Remember all rates (including sleepovers) must be the national minimum wage or above.

Pensions:

Depending on the number of hours you work, you may be automatically enrolled into a pension scheme. You can choose to opt-out if you do not want to join the pension.

Redundancy:

Where redundancy is confirmed:

- the appropriate notice period as per the contract of employment will be given
- you will be consulted on the redundancy situation
- you will be entitled to reasonable time off to look for a new job or arrange training
- redundancy payment will be made (if applicable) in line with statutory redundancy payment arrangements.

Time sheets:

You will be required to complete a (insert either monthly/weekly depending on payment of salary) signed time sheet and submit this to the employer on (insert day of the month or week giving time to work out wages or send to payroll agency to ensure wages can be paid on the given date).

Holiday entitlement:

The holiday year is from (insert holiday year – usually either 1 January – 31 December or 1 April – 31 March). Your holiday entitlement should be taken during this period. Subject to agreement by the employer you may carry forward a maximum of (insert how many days – five is the usual) providing an application is made in advance before the end of the holiday year. Holiday can be carried over if you are sick and this prevents you from taking leave. However, if possible all holidays should be taken within the year.

The full amount of your holiday entitlement is (insert number of weeks and days – 5.6 weeks is the minimum legal requirement) per year pro-rata per completed months employment. One week being the equivalent of weekly hours worked.

Bank holidays may be booked as holidays or will be paid at the normal rate for that day. Not all staff can take leave on the same bank holidays and will be granted on a first come, first served basis.

Holidays must be agreed with the employer at least (insert how many weeks) in advance. You may not take more than (insert number of days – 10 days is the usual) working days consecutively without the employer's prior written consent. **All holiday of any length should be agreed in advance with your employer. A sample holiday request form is available on page 25 of this booklet.**

Should you leave employment and you have exceeded your holiday entitlement then this will be deducted from your final pay packet. If holiday entitlement is owed you will be paid for the outstanding entitlement.

If it is agreed that you will accompany your employer on holidays as part of the required support, this time will be counted as working hours and you will not be expected to use your holiday entitlement.

Union membership:

The right to join a trade union is protected by UK law and all workers have the right to join a trade union.

Safeguarding: employee responsibilities:

Staff (including personal assistants) who have contact with vulnerable adults and/or children have a duty to report any safeguarding concerns, notwithstanding any confidentiality clauses. You have a duty to act in a timely manner on any concern or suspicion that an adult/child who is vulnerable is being abused or is at risk of being abused, neglected or exploited.

You should:

- be aware of and understand local safeguarding procedures
- call the police and/or an ambulance where appropriate in situations where the abuse of the adult indicates an urgent need for medical treatment, or where there is immediate risk of harm
- make a report to the police, and if a crime has been committed, ensure action is taken to preserve evidence
- know what services are available and how to access help and advice for the vulnerable adult. Your local authority may be able to help with this.
- know how and where to make a referral
- keep a clear factual record of your concerns and any action taken.

Employee rights:

All employees have the right to work in a safe environment. If you have any concerns about your working environment you should discuss these with your employer or seek external advice and support e.g. from ACAS, a Union, the Citizens Advice Bureau or a local PA support organisation.

Sick leave:

If you are ill and unable to attend work you should inform your employer as soon as possible to enable other arrangements to be made.

You will be entitled to Statutory Sick Pay (SSP) on production of an Employee's Statement of Sickness (form SC2) which must be completed for sick leave of four days or more in a row. If you are sick for more than seven days, you must obtain a medical statement of fitness for work 'fit note' from your doctor. These forms must be sent directly to your employer.

For absences of less than four days a written record will be kept. A sample sickness absence recording form is on page 26 of this booklet.

Termination of employment:

During the probationary period either party requires one week's notice. Up to two years of continuous employment you will be given one week's notice.

After two years continuous service you will be given two weeks notice. Beyond two years, one additional week's notice for each completed year up to a maximum of 12 weeks' notice will be given.

After satisfactory completion of your probationary period you are required to give (insert number of weeks) notice in writing irrespective of length of service.

The employer reserves the right to pay your basic salary in lieu of notice instead of requesting that you work your notice period. In these circumstances you may not be employed by any other person or company whilst receiving pay in lieu of notice.

The employer reserves the right to dismiss you without notice in cases of serious breach of the terms of your employment, gross misconduct or gross negligence by you.

Confidentiality:

All information regarding the employer, the employer's family and the employer's domestic or personal circumstances is strictly confidential and cannot be discussed with a third party without the Employer's specific permission, or in an emergency situation, for instance a safeguarding concern (see page 21 for more information).

The employer will hold personal information about you as personnel records. The employer will abide by the Data Protection act and disclose this information only to the relevant third parties e.g. HM Revenue and Customs.

Grievance:

If an employee has a grievance about their employment they should refer to the grievance policy, which will be given to them as part of their induction. In the first instance, they should raise their grievance informally with their employer. Employees can find out the next steps in the grievance procedure by looking at the policy. For more information contact ACAS on 08457 47 47 47 or see their grievance procedure guidance on www.acas.gov.uk

Note: a sample grievance policy you can use is provided on page 34 of this booklet. You must share your grievance policy with your personal assistant.

Disciplinary:

Minor problems will be dealt with and resolved informally. In cases of more serious problems, depending on the seriousness of the breach of terms and conditions of contract or conduct and performances of your duties, one of the following disciplinary actions may be taken.

- A verbal warning which will be confirmed to you in writing and recorded in your personnel file for a period of (six months is usual, but you must specify).
- A first written warning, which will be confirmed to you in writing and recorded in your personnel file for a period of (12 months is usual, but you must specify).
- A final warning which would be confirmed to you in writing advising that further misconduct could lead to dismissal and recorded in your personnel file for a period of (12 months is usual, but you must specify).
- If an employee wishes to appeal, they should raise this with you.

Note: a sample disciplinary procedure you can use is provided on page 30 of this booklet. You must share your disciplinary procedure with your personal assistant.

Dismissal:

In case of gross misconduct there will be no period of notice given. If you are in your probationary period or first year of employment, only one warning is required before dismissal.

Before any of these actions are taken you will receive a letter setting out the details of the alleged misconduct and inviting you to a meeting to discuss the matter. You will have the right to be accompanied to the meeting by a work colleague or a trade union representative. After the meeting you will be informed if any further action will be taken. You have the right to appeal but must do so within 10 working days of receipt of the notification of the decision.

Gross misconduct may include (but is not limited to): theft, damage to property, fraud, incapacity for work due to being under the influence of alcohol or illegal drugs, physical violence, bullying and gross insubordination.

Sample holiday request form

Year:

Name of staff member _____

Annual holiday entitlement		Days/Hours
Carry over (if applicable)		Days/Hours
Entitlement for this year		Days/Hours

First day of leave	Last day of leave	Number of days/hours leave	Requested by (initials)	Authorised by (initials)	Number of days/hours remaining

Sample sickness absence recording form

Name	Last day of absence	Job title	Reason for absence (Please indicate if employee agrees to declare absence as directly related to a recognised disability [*])	Period of time covered (Record to be destroyed three years from this date)	
				Return to work interview?	Approved by (initials)

^{*}Where the employee explicitly agrees to recording that the reason for absence is directly related to a recognised disability, the absence may be disregarded for purposes of 'trigger points' and certain other purposes. You may wish to devise a separate form for recording disability-related absences.

Sample safety in the home checklist

The checklist should be completed annually (once a year) or each time there is a change to the environment.

Name

Home address

Date checklist complete

	Satisfactory Yes/No	Comment/ Actions required
Are doorways clear of obstacles?		
Do staircases have clear and easy access at all times?		
Are there any loose carpets on floors or staircases?		
Are there any overloaded sockets?		
Is there adequate ventilation?		
Is the heating adequate and controllable?		
Is lighting adequate?		
Is there any equipment that does not function properly?		
Any trailing or damaged flexes or sockets?		
Does your personal assistant use visual display equipment?		
Do you have suitable and accessible fire-fighting equipment?		
Has it been serviced within the last year?		
Does your personal assistant have adequate space to complete their work?		
Will your PA have to excessively stretch or bend to complete tasks?		
Do you and your personal assistant have all the emergency contact numbers you require?		
Will your PA have to do any manual handling or use a hoist?		

Signed:

Sample risk assessment

Step 1.	Step 2.	Step 3.	Step 4.	Step 5.
What are the hazards?	Who might be harmed and how?	What are you already doing?	What further action is necessary?	How will you put the assessment into action?
<p>Spot hazards by:</p> <ul style="list-style-type: none"> ■ Looking at your 'safety in the home' checklist. ■ Visiting the 'your industry' area of the HSE website or calling the HSE information line. ■ Calling the Workplace Health Connect Advice line or visiting their website. ■ Checking manufacturer's instructions. ■ Contacting your Direct Payment Support Service. 	<p>Identify possible people.</p> <p>Remember:</p> <ul style="list-style-type: none"> ■ some workers have particular needs ■ people who may not be in your home all the time ■ visitors ■ think about how your work affects others present. <p>See how the hazard could cause harm.</p>	<p>List what is already in place to reduce the likelihood of harm or make any harm less serious.</p>	<p>You need to make sure that you have reduced risks 'so far as is practicable'.</p> <p>List what more needs to be done.</p>	<p>Remember to prioritise. Deal with those hazards that are high-risk and have serious consequences first.</p>
<p>Step 1.</p> <p>Review date:</p>				
<ul style="list-style-type: none"> ■ Review your assessment to make sure you are still improving, or at least not sliding back. ■ If there is a significant change in your home, remember to check your risk assessment and, where necessary, amend it. 				

Training needs form

Personal assistant name:		Date commenced work with employer:				
		Start date of training needs form:				
Goals – What needs to be achieved and why? (List each goal in a separate box)	Agreed and learning and development activities to help achieve goals	Who will arrange this?	When and where will the learning and development take place?	Date started	Date completed	Comments

Signed by personal assistant	Date
Signed by employer/manager	Date

Sample disciplinary procedure

Below is a sample disciplinary procedure, however ACAS have a more detailed version called The ACAS Code of Practice on Discipline and Grievance www.acas.org.uk

1. Purpose of the policy

The aim of this policy is to support good conduct and performance. This policy sets out the action which will be taken when disciplinary rules are breached.

Guidance notes 1:

The purpose should remind people that the policy is not designed as a dismissal procedure, but as a means of encouraging personal assistants to meet a good standard.

2. Principles

If you are subject to disciplinary action:

- the procedure is designed to establish the facts quickly and to deal consistently with disciplinary issues. No disciplinary action will be taken until the matter has been fully investigated.
- at every stage you will be advised of the nature of the complaint, be given the opportunity to state your case, and to be represented or accompanied by an advocate of your choice (this could be a fellow employee, a union representative or a friend).
- you will not be dismissed for a first breach of discipline except in the case of gross misconduct, when the penalty will normally be dismissal without notice and without pay in lieu of notice.
- you have a right to appeal against any disciplinary action taken against you.

Guidance notes 2:

Employers often lose at employment tribunals because they did not comply with the procedure – so always follow the procedure.

3. Informal discussions

Before taking formal disciplinary action, I will make every effort to resolve the matter by informal discussions with you. Only where this fails to bring about the desired improvement will the formal disciplinary procedure be implemented.

Guidance notes 3:

Make sure that personal assistants understand the difference between a routine complaint and action taken under the policy.

4. First warning

If your conduct or performance is unsatisfactory, you will be given a written warning following a disciplinary interview. This warning will be recorded, but disregarded after (X) months of satisfactory work. You will be informed that a final written warning may be considered if there is no sustained satisfactory improvement or change. (Where the first offence is serious, for example because it is having a serious harmful effect, I may move directly to a final written warning.)

Guidance notes 4:

It can be unfair to keep details of warnings on an employee's file indefinitely. Unless a warning is for a very serious matter, it should be disregarded after, say, six months to a year. The written warning should accurately record the warning given at the disciplinary interview. Do not write the warning before the interview.

5. Final written warning

If the offence is serious, or there is no improvement in standards, or if a further offence of a similar kind occurs, a final written warning will be given. This will include the reason for the warning and a note that if no improvement results within (X) months, you will be dismissed.

Guidance notes 5:

The warning should state clearly that dismissal will result from a failure to comply. Except in cases of gross misconduct employees should receive notice or payment in lieu.

6. Dismissal

If your conduct or performance continues to be unsatisfactory and the procedure outlined in points one to five has been followed, further investigation may take place and a final disciplinary hearing will be held which may result in dismissal. If you have reached this stage of the disciplinary procedure you will be warned that this may be a possibility. You will be reminded of your right to bring someone with you to a disciplinary meeting. This is a meeting which can lead to disciplinary action. Taking someone with you is called **the right to be accompanied**.

If dismissal is the outcome you will be informed of your right to appeal. You will also be informed in writing of the reasons for your dismissal and the date on which your employment will end.

Guidance notes 6:

A decision to dismiss should not be made until any further investigation has been done, a formal disciplinary meeting held, at which the employee has had the opportunity to present their case, and considered all of the facts. If you do make a decision to dismiss you should make sure that your employee is informed of their right to appeal against this decision and provide them with written reasons for their dismissal.

7. Gross misconduct

If, after investigation, it is confirmed that you have committed an offence of the following nature, the normal consequence will be dismissal without notice or payment in lieu of notice: theft, damage to property, fraud, incapacity for work due to being under the influence of alcohol or illegal drugs, physical violence, bullying and gross insubordination. Note: the list is not exhaustive.

While the alleged gross misconduct is being investigated, you may be suspended, during which time you will be paid your normal pay rate. Any decision to dismiss you will be taken by me only after a full investigation and a disciplinary hearing at which you will be allowed to be accompanied by a colleague or Trade Union representative. Note: this is the legal minimum and we recommend you broaden this to include a mutually agreeable companion.

Guidance notes 7:

Operating the disciplinary procedure. The ACAS guide – Discipline and grievances at work gives some useful information. You can download this for free from www.acas.org.uk or order it by calling 0300 123 1100.

8. Appeals

If you wish to appeal against any disciplinary decision you must appeal in writing within five working days of the decision being communicated to you. Someone who was not involved in the original disciplinary action will hear the appeal and decide the case as impartially as possible. (Note: You will need to think in advance who this might be, for example it could be a local advocacy agency, independent living or direct payment adviser, user led organisation, etc.).

9. Other dismissals

Neither the termination of fixed term contracts nor dismissals for redundancy will follow the disciplinary procedure.

Sample grievance policy

1. Introduction

This policy is to help resolve grievances that you have, relating to your employment, as quickly and as fairly as possible.

2. Informal discussions

If you have a grievance about your employment you should discuss it informally with me. I hope that most concerns will be resolved in this way.

3. Statutory grievance procedure

If you feel that the matter has not been resolved through informal discussions, you should raise it formally. You should follow the procedure below. Under the statutory grievance procedure:

Step 1.	You must inform me of your grievance in writing
Step 2.	I will invite you to a meeting to discuss the grievance and notify you in writing of the decision. You have the right to be accompanied by a representative at all grievance meetings. This could be another employee, a union representative or a friend for example
Step 3.	A right of appeal including an appeal meeting

4. Appeals

If you wish to appeal against any decision you must appeal in writing within five working days of the decision being communicated to you. Someone who was not involved in the original grievance will hear the appeal and decide the case as impartially as possible. (Note: You will need to think in advance who this might be, for example it could be a local advocacy agency, independent living or direct payment adviser, user led organisation, etc.).

Different formats of this toolkit
are available on request from
Skills for Care.

Please email
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