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**INDIAN INSTITUTE OF DESIGN & MANAGEMENT
(IIDM)**

HR POLICY MANUAL

HR Policy Manual

This Human Resources Policy Manual is provided as a central reference for all managers, supervisors and employees and applies to staff across all locations where the Company carries out its work.

The specific policies that follow promote the philosophy of IIDM with regard to standards of excellence; terms of employment; employee development; and employee services.

It may be necessary to change these policies from time to time to reflect changes in the workforce, employment trends, economic conditions. However, any changes in policy will be consistent with the Company's approach to:

- Employing talented individuals whose creativity and imagination will support and contribute to achieving the Company's business objectives;
- Communicating Company standards and expectations in all aspects of employment including performance;
- Valuing diversity, and assure equal employment opportunity and a workplace where relationships are based on mutual respect;
- Treating all staff, workers, and customers in a professional, non-discriminatory manner;
- providing safe, effective working conditions, and;
- providing competitive terms and conditions in our workplace market

Any Policy changes will be fully consulted on and communicated to all staff through normal communication channels. This Policy Manual will also be updated as necessary.

This Policy Manual should be read in conjunction with the Company Staff Handbook.

Director
Indian Institute Of Design & Management (IIDM)

1. Recruitment and Selection

1. Introduction

1.1 Effective recruitment and selection is central and crucial to the successful functioning of IIDM. It depends on finding people with the necessary skills, expertise and qualifications to deliver the Company's strategic objectives and the ability to make a positive contribution to the values and aims of the organisation.

2. Advertisements

2.1 Vacancies will generally be advertised in an appropriate newspaper or journal, and will not be confined to those media which, because of their particular source of applicants, provide only or mainly applicants of a particular group.

2.2 Advertisements will also be notified to the local job centre.

2.3 All vacancies will also be posted on the Company Intranet, and internal notice boards. IIDM is keen to facilitate internal promotions wherever possible as development opportunities for its staff.

3. Application Form

3.1 Candidates for all posts will, except on some occasions when a vacancy is restricted to internal recruitment, be asked to complete a standard application form, in order that they can be judged on the basis of comparable information.

3.2 In applying for posts, all candidates will be provided with a job description, details of the appropriate conditions of service and details about the Company. A brief statement about the appointment procedure will also be provided and, if possible, an indication of the date (or week) when interviews will be held. The job description will include a list of the main duties and responsibilities of the post, together with an outline of the qualifications and experience which candidates are expected to possess.

3.3 Applicants will be asked to specify whether they have any disabilities, as defined in the Disability Discrimination Act 1995, and whether there are any reasonable adjustments needed for them to attend an interview. All applicants with a disability who meet the essential criteria for a job will be interviewed, and considered on their merits

3.5 Applicants will be required to supply the names and addresses of two people from whom references can be obtained, one of which should normally be the applicant's current or most recent employer.

- 3.6 Only references for short listed candidates for interview will be obtained. References will normally be sought prior to interview, unless the candidate indicates otherwise.
- 3.7 All candidates will be asked to declare on the application form whether they have ever been convicted of any criminal offence which cannot be regarded as 'spent' in terms of the Rehabilitation of Offenders Act 1974.
- 3.8 Applicants will also be required to declare if they are related to any member of staff within the Company. Canvassing of members of the Company is not permitted. No manager should be put into a position where he or she is asked to interview a person to whom they are related.
- 3.9 It is the Company's policy not to communicate further with applicants other than those who are shortlisted. A note to this effect is included in the details sent out to applicants.
- 3.10 Applicants details will be recorded at the point of receipt. All information relating to the data collected in the equality and diversity recruitment monitoring form will be hidden from all those involved in the recruitment and selection process. The information collected will be solely used for the purposes of equality monitoring.
- 3.11 All completed applications forms are private and confidential and should only be made available to those directly involved in the recruitment and selection process.
- 3.12 All application forms will be collated by Human Resources Department/ Company Administrator and supplied to the appointing manager and interview panel for shortlisting purposes.
- 3.13 A shortlist of candidates will be drawn up for interview, based entirely on merit and suitability for the post but taking account of the Company's responsibilities in relation to the Disability Discrimination and Equalities Acts. Other than in exceptional circumstances, reasonable notice will be given to ensure that candidates have sufficient time in order to prepare for and make the necessary arrangements to attend the interview.

4. Selection Methods

- 4.1 Interviews will be held by a panel comprising of ideally three persons, but a minimum of two persons, gender balanced wherever possible. The interviewers will encourage candidates to be at ease during the interview, in order that they can give a fair and accurate impression of themselves.
- 4.2 The selection and appointment of the Chief Executive will be made by members of the Board and the panel will be chaired by the Board Chairman.
- 4.3 A set of questions will be agreed by the interview panel in advance and will be developed from the current job description for the post. The panel will seek to develop questions, which ask the candidates to give examples of their previous relevant experience
- 4.4 All candidates will be asked the same questions in the same order, and their responses rated between 1-10. The panel will each have a copy of the questions and will score independently of each other during the interview. Time is allocated between interviews for the panel to discuss each candidate and to award a total points score. Additional notes may be made by the panel during the interview, however it should be noted that candidates will have access to all information should they request it.
- 4.6 It should be remembered that an interview is a two way process, and candidates will be given every opportunity to view the offices where they will work and ask questions about the Company, to ensure that they have a full understanding of the post for which they are applying and the way the Company operates.
- 4.7 In addition to interviews, a range of other selection techniques may be used. In such circumstances reasonable notice and relevant information will be given to ensure that candidates have sufficient time and information to prepare.
- 4.8 All appointments will be made strictly on merit and related to the requirements of the job.
- 4.9 All interviewed candidates will be notified of the outcome of the selection process as soon as possible, either by telephone or letter.

6. Probationary Period

6.1 All appointments into the Company will be made subject to a probationary period of six calendar months. After three months a review meeting will take place between the post holder and their line manager to discuss progress. At the end of the probationary period, and subject to a satisfactory report by the appropriate head of section or line manager, employees will be notified in writing that they have successfully completed their probationary period. The probationary period can be extended by a further 3 months should the individuals line manager consider this appropriate.

7. Exit Interviews

7.1 All employees who leave the employment of the Company voluntarily will have an exit interview with their manager before their last day of employment.

7.2 Exit interviews provide the opportunity for departing employees to discuss their reasons for leaving. The information provided is useful in identifying trends, learning and development and evaluating the effectiveness of HR policies and practices.

7.3 The appropriate line manager should receive all appropriate information, such as recommendations made for change, or significant issues raised in the questionnaire, whilst bearing in mind confidentiality issues. The exit interview questionnaire will be retained on the employee's personal file.

Induction Policy and Checklist

1. General Policy Statement

IIDM believes that all new employees MUST be given timely induction training. This training is regarded as a vital part of staff recruitment and integration into the working environment. This policy, associated procedures and guidelines define the Company's commitment to ensure that all staff are supported during the period of induction, to the benefit of the employee and Company alike.

2. Aim

It is the aim of the Company to ensure that staff induction is dealt with in an organised and consistent manner, to enable staff to be introduced into a new post and working environment quickly, so that they can contribute effectively as soon as possible. This induction policy, associated procedures and

guidelines aim to set out general steps for managers and staff to follow during the induction process. It is expected that all managers and staff will adhere to this policy.

The Company expects that the implementation of good induction practice by managers/supervisors will:

- Enable new employees to settle into the Company quickly and become productive and efficient members of staff within a short period of time.
- Ensure that new entrants are highly motivated and that this motivation is reinforced.
- Assist in reducing staff turnover, lateness, absenteeism and poor performance generally.
- Assist in developing a management style where the emphasis is on leadership.
- Ensure that employees operate in a safe working environment.
Will reduce costs associated with repeated recruitment, training.

3. *The Company's Commitment*

The Company Human Resources Department / Head Office will:

- Issue guidelines to familiarise managers and staff with the induction process.
- Maintain and update the Induction Policy.
- Provide a checklist for managers and staff to follow during the induction period.
- Ensure there is effective monitoring of the induction process particularly in the first three months.
- Deal with any problems promptly providing an efficient service for both managers and staff.
- Review all policy, procedure and guideline documents on a regular basis.
- Provide relevant formal training courses necessary to assist the induction process.

4. *First Day of Employment*

Preparations should be made for the arrival of the new entrant well in advance, for example, arrangements should be made to provide desk, equipment and lockers etc.

Most new employees tend to be concerned primarily with two matters:

- a) whether they can do the job and
- b) how they will get on with their new colleagues.

It is therefore important to introduce them to their new workplace and colleagues at the earliest opportunity. An introductory talk will be appropriate at this time and can be combined with the provision of general information and

exchanging any necessary documentation. This talk should be as brief as possible, because the employee is unlikely to be receptive to detailed information at this stage, and should be conducted by someone who is well prepared and has sufficient time available. Managers/supervisors should refer to the Induction Checklist and use it as a basis for discussion thus ensuring all documentation is complete.

A tour of the workplace should be arranged for the new entrant allowing the Company / Division to be viewed as a whole and the recruit to see where he/she fits into the organisation.

The new entrant will want to get to know his/her colleagues and quickly become part of the team and time should be made for this process. Colleagues should be briefed on the new entrant's arrival. If possible one of the new entrants colleagues should be nominated to ensure that he/she has every assistance in settling in quickly.

Standards of Business Conduct

1. Introduction

1.1 IIDM expects its staff (including temporary, agency, interim, contractor or consultant staff) to be scrupulously impartial and honest in all affairs relating to the Company and their job within it. All staff also bear a responsibility as employees to act as ambassadors for the Company in terms of their general conduct both within and outside the organisation. This policy outlines the responsibilities of staff working for the Company.

1.2 The duties of an employee are embodied in Common Law and built on by Statute e.g. the Equality Act 2010, The Health and Safety at work Act, The Prevention of Corruption Acts 1906 and 1916 etc.

1.3 Under Common Law the duties of an employee are as follows:

- to be ready and willing to work;
- to offer their services personally: for example must not subcontract the work for which they are employed;
- to take reasonable care in the exercise of that service, including the duty to be competent at work and to take care of the Company's property;
- to not wilfully disrupt the Company's business;
- to obey reasonable orders as to the time, place, nature and method of service;
- to work only for the Company in the Company's time;
- to disclose information to the Company relevant to the Company's business: for example that they might know or discover;

- to hold solely for the Company the benefit of any invention relevant to the business on which the Company is engaged;
- to respect the Company's trade secrets;
- in general, to be of good faith and do nothing to destroy the trust and confidence necessary for employment;
- to account for all benefits – monetary or in kind - received in the course of employment;
- to indemnify the employer for loss caused by the employee.

Confidentiality

At all times confidentiality must be maintained. No information can be released to unauthorised persons or organisations. The Chief Executive or other Senior Managers of the Company will inform employees of those authorised to receive information.

If doubt exists as to the validity of an organisation or individuals to receive information, this must be checked with a Senior Manager.

Bribery and Corruption

The Company has a strict anti-bribery and corruption policy in line with the Bribery Act (2010). A bribe is defined as: giving someone a financial or other advantage to encourage that person to perform their functions or activities improperly or to reward that person for having already done so.

If you bribe (or attempt to bribe) another person, intending either to obtain or retain business for the company, or to obtain or retain an advantage in the conduct of the company's business this will be considered gross misconduct. Similarly accepting or allowing another person to accept a bribe will be considered gross misconduct. In these circumstances you will be subject to formal investigation under the Company's disciplinary procedures, and disciplinary action up to and including dismissal may be applied.

General Conduct

Employees should at all times conduct themselves in such a way as to enhance the reputation of the Company.

IIDM will support employees who become aware of and are willing to report breaches of this policy or who genuinely believe that a breach is occurring, has occurred or is likely to occur within the business. Employees should raise the issue internally with their manager or supervisor or in accordance with the Company's Policy on Disclosing Information ('Whistleblowing').

These standards of conduct are intended to underpin and clarify standards required by the Company of its employees and form a fundamental part of the employment contract. Staff who fail to comply with the guidance detailed in this Policy could be subject, following full investigation, to disciplinary action up to and including dismissal. If through their actions or omissions staff are

found to be in contravention of either this Policy or, indeed, their legal responsibilities then the Company reserves the right to take legal action if it deems it to be necessary to do so.

Internet and Email Usage Policy and Guidelines

1. Introduction

1.1 This policy sets out the obligations and expectations on employees of the Company including contractors and temporary staff, who use the Company's IT facilities for internet and email purposes. IT facilities are provided to assist with day to day work. It is important that they are used responsibly, are not abused, and that individuals understand the legal professional and ethical obligations that apply to them.

2. Authorisation

2.1 No person is allowed to use Company IT facilities who has not previously been authorised to do so by the Company IT Department / Line Manager. Unauthorised access to IT facilities is prohibited and may result in either disciplinary action or criminal prosecution.

3. Legislation

3.1 All users shall comply with the relevant legislation. This includes the following:

3.2 Data Protection Act 1998/Freedom of Information Act 2000

Any information which the Company holds is potentially disclosable to a requester under one of these pieces of legislation. This includes emails too.

Users need to be sure that they are not breaching any data protection when they write and send emails. This could include but is not limited to:

- Passing on personal information about an individual or third party without their consent.
- Keeping personal information longer than necessary.
- Sending personal information to a country outside the EEA.

Email should where possible be avoided when transmitting personal data about a third party. Any email containing personal information about an individual may be liable to disclosure to that individual under the Data Protection Act 1998. This includes comment and opinion, as well as factual information. Therefore this should be borne in mind when writing emails, and when keeping them.

- 3.3 **Computer Misuse Act 1990**
This Act makes it an offence to try and access any computer system for which authorisation has not been given.
- 3.4 **Copyright Design and Patents Act 1988**
Under this Act it is an offence to copy software without the permission of the owner of the copyright.
- 3.5 **Defamation Act 1996**
Under this Act it is an offence to publish untrue statements which adversely affect the reputation of a person or group of persons.
- 3.6 **Terrorism Act 2006**
This Act has makes it a criminal offence to encourage terrorism and/or disseminate terrorist publications.
- 3.7 **Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000.**
This allows for any organisation to monitor or record communications (telephone, internet, email, and fax) for defined business related purposes.

4. Responsibilities

- 4.1 All Users are expected to act in a manner that will not cause damage to IT facilities or disrupt IT services. Any accidental damage or disruption must be reported to IT / Line Manager as soon as possible after the incident has occurred. Users are responsible for any IT activity which is initiated under their username.
- 4.2 **Use of the Internet**
Use of the Internet by employees is encouraged where such use is consistent with their work and with the goals and objectives of the Company in mind. No personal use is permissible

Personal use of the Company email is **not** permitted.

Performance Appraisal Policy

1. Appraisal Policy

IIDM are committed to supporting every employee to reach their potential and achieve their personal goals, which in turn will assist the organisation to achieve its objectives.

The performance appraisal policy supports the performance appraisal scheme. The scheme is a formal process centred on an annual meeting of each employee and their line manager to discuss his/her work. The purpose of the meeting is to review the previous year's achievements and to set objectives for the following year. These should align individual employees' goals and objectives with organisational goals and objectives.

2. Core Principles of the Appraisal Policy

1. The appraisal process aims to improve the effectiveness of the organisation by contributing to achieving a well motivated and competent workforce.
2. Appraisal is an on-going process with an annual formal meeting to review progress.
3. The appraisal discussion is a two way communication exercise to ensure that both the needs of the individual, and of the organisation are being met, and will be met in the next year.
4. The appraisal discussion will review the previous year's achievement, and will set an agreed Personal Development Plan for the coming year for each member of staff.
5. All directly employed employees who have completed their probationary period are required to participate in the appraisal process.
6. The appraisal process will be used to identify the individual's development needs and support the objectives of the Training and Development Policy.
7. All staff will receive appraisal training as an appraisee, and where appropriate as an appraiser.
8. The appraisal process will provide management with valuable data to assist succession planning.
9. The appraisal process will be a fair and equitable process in line with our Equality Policy.

Performance Appraisal Proforma

Name:	Job Title:
Appraiser	Job Title:
Reviewer	Job Title:

REVIEW OF LAST YEARS OBJECTIVES

Outline:

- those of last years objectives which were achieved successfully
- those which were partly achieved or did not meet timescales and why
- those which were not achieved and why

REVIEW OF LAST YEARS PERSONAL PERFORMANCE

Focus on recording examples of

- situations where the individual performed well / not so well – what lessons can be learned?
- where they have come across obstacles in the job situation or in their own skills that have prevented them from working effectively – if so what were they and how can they be overcome?
- where their effort was appropriately / inappropriately focused

OVERALL PERFORMANCE RATING

Superior

Fully Acceptable

Incomplete

Unsatisfactory

Reason for rating:

Controlling Absence Policy

1. Policy

It is recognised by the Company that from time to time staff may require to be absent from their place of work due to illness. The length of time lost by employees through illness must however be monitored to ensure that each member of staff is able to do their job, effectively and without putting themselves or others at risk. It is not the intention of the Company to penalise the genuinely sick, however it must be recognised that an employee who is medically unfit to carry out his/her contractual duties may not be able continue in that employment.

Managers will consider cases of sickness absence on an individual basis and ensure the provision of appropriate support, advice and Occupational Health / Company Approved Doctor input where appropriate. However, it is recognised that in some cases, patterns/levels of absence will be unacceptable and formal management action will be required.

Employees who become aware that they have an illness problem are encouraged to inform their manager at the earliest opportunity. All such requests will be dealt with as speedily and compassionately as possible.

Disciplinary Procedure

1. Scope

The Company Disciplinary Procedure will be used only when necessary and as a last resort. Where possible, informal and/or formal counselling or other good management practice will be used to resolve matters prior to any disciplinary action being taken. The procedure is intended to be positive rather than punitive but takes cognisance of the fact that sanctions may have to be applied in some circumstances.

An employee can discuss any part of this policy with their Union Representative or their Line Manager. They can help clarify an employee's rights as well as give guidance and support where it may be needed. Every individual has the right to representation at any point during the disciplinary process.

2. Suspension

Suspension is not disciplinary action. The purpose of suspension is manifold and can be used when it is necessary to remove a member of staff from the workplace pending an investigation for example, to allow time for a 'cooling down period' for both parties, for their own or others protection, to prevent them influencing or being influenced by others or to prevent possible interference with evidence. Only the Manager in charge of that individual, at that time or their superior, have the authority to suspend an individual.

An employee suspended from duty will receive written confirmation within three days of:

- the reason for the suspension
- the date and time from which the suspension will operate.
- the timescale of the on-going investigation.
- the right of appeal to the immediate manager of the suspending manager should the suspension last more than 7 days

3. Counselling

Counselling is an attempt to correct a situation and prevent it from getting worse without having to use the disciplinary procedure. Where improvement is required, the employee must be given clear guidelines as to:

- what is expected in terms of improving shortcomings in conduct or performance
- the time scales for improvement
- when this will be reviewed
- the employee must also be told, where appropriate, that failure to improve may result in formal disciplinary action.

A record of the counselling should be given to the employee and a copy retained in their personnel file. It is imperative that any counselling should be followed up and improvements recognised and recorded. Once the counselling objectives have been met, any record of the counselling will be removed from the employees file.

If during counselling it becomes clear that the matter is more serious, then the discussion should be adjourned, and pursued under the formal disciplinary procedure.

4. Procedure for Formal Investigation

1. Formal investigations should be carried out by the most appropriate manager who is not directly involved with the incident being investigated. This manager may involve others to assist with the investigation process. All the relevant facts should be gathered promptly as soon as is practicable after the incident. Statements should be taken from witnesses at the earliest opportunity. Any physical evidence should be preserved and/or photographed if reasonable to do so.
2. A report should be prepared which outlines the facts of the case. This should be submitted to the appropriate senior manager / Director who will decide whether further action is required. Where appropriate, this report may be made available to the individual and their representative.
3. In most circumstances where misconduct or serious misconduct is suspected, it will be appropriate to set up an investigatory hearing. This would be chaired by the appropriate Senior Manager / Director, who would be accompanied by

another manager. The investigating manager would be asked to present his/her findings in the presence of the employee who has been investigated. Witnesses should be called at this stage, and the employee (or their representative) allowed to question these witnesses. The employee has a right of representation at this hearing.

4. Following the full presentation of the facts, and the opportunity afforded to the employee to state his side of the case, the hearing should be adjourned, and everyone would leave the room except the senior manager / Director hearing the case, and the other manager. They would discuss the case and decide which of the following option was appropriate:
 - take no further action against the employee
 - recommend counselling for the employee
 - proceed to a disciplinary hearing
5. All parties should be brought back, and informed as to which option has been chosen. Should the decision be taken to proceed to a disciplinary hearing, then this may follow on immediately from the investigatory hearing if the following criteria have been met:
 - the employee has been informed by letter that the investigation may turn into a disciplinary hearing, and that he has the right of representation
 - he has been told in advance what the nature of the complaint is, and had time to consult with a representative
 - all the facts have been produced at the investigatory hearing, and the manager / Director is in a position to decide on disciplinary action.
 - the manager should inform the employee and their representative that the hearing would now become a formal disciplinary hearing, and invite them to say anything further in relation to the case.
6. It may be appropriate at this point to adjourn proceedings, whilst necessary arrangements are made for a representative to attend the hearing at the request of the employee.
7. Should anyone who is subject to disciplinary action resign during the course of it, the action will cease unless there are extenuating circumstances which require it's continuance. The subject of the discipline may also request that the disciplinary action continue.

5. Warnings

Examples of Minor Misconduct

Below are listed examples of misconduct which may warrant either a Verbal Warning or a First Written Warning. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issue of a warning.

- Persistent lateness and poor time-keeping.

- Absence from work, including going absent during work, without valid reason, notification or authorisation.
- Smoking within unauthorised areas.
- Failure to work in accordance with prescribed procedures.
- Incompetence.
- Unreasonable standards of dress or personal hygiene.
- Failure to observe Company regulations and procedures.

Verbal Warning

A Verbal Warning is appropriate when it is necessary for the manager in charge to take action against an employee for any minor failing or minor misconduct.

First Written Warning

A First Written Warning is appropriate when:

- a verbal warning has not been heeded and the misconduct is either repeated or performance has not improved as previously agreed.
- an offence is of a more serious nature for which a written warning is more appropriate.
- the recurrence or accumulation of an offence/offences, if left, will lead to more severe disciplinary action.

Examples of Gross – Misconduct

Listed below are examples of misconduct which may be considered to be Gross Misconduct and may warrant a Final Warning, Demotion or Dismissal. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issuing of a Final Warning, Demotion or Dismissal.

- Theft, including unauthorised possession of Company property.
- Breaches of confidentiality, prejudicial to the interest of the Company,
- Being unfit for duty because of the misuse/consumption of drugs or alcohol.
- Refusal to carry out a management instruction which is within the individual's capabilities and which would be seen to be in the interests of the Company.
- Breach of confidentiality / security procedures.
- Physical assault, breach of the peace or verbal abuse.
- False declaration of qualifications or professional registration.
- Failure to observe Company rules, regulations or procedures.
- Wilful damage of property at work.
- Incompetence or failure to apply sound professional judgement.

Final Written Warning

A Final Written Warning is appropriate when:

- an employee's offence is of a serious nature falling just short of one justifying dismissal.
- an employee persists in the misconduct which previously warranted a lesser warning.

Dismissal

Dismissal is appropriate when

- an employee's behaviour is considered to be Gross Misconduct.
- an employee's misconduct has persisted, exhausting all other lines of disciplinary procedure.

Time Scales for the expiry of Warnings

Warnings issued to employees shall be deemed to have expired after the following periods of time.

- Verbal Warnings: 6 months
- First Written Warnings: 12 months
- Final Written Warnings: 18 months (or as agreed and recorded at the hearing)

These time scales remain provided that during that period, no further warnings have been issued in respect of the employee's conduct.

Letter of Warning

All Warnings must contain the following information

- The letter must be issued within 7 days of the date of the disciplinary hearing.
- The nature of the offence and where appropriate, that if further misconduct occurs, more severe disciplinary action will be taken.
- The period of time given to the employee for improvement.
- The employee's right to appeal to the manager directly above that of the one issuing the warning.
- A copy of the warning and any supporting documentation must be attached to the individual's personnel file.
- The employee must also receive a copy of the warning which in the case of any written warning will be sent to their home address by recorded delivery if not handed to them in person.
- In the case of a final written warning, reference must be made to the fact that any further misconduct will lead to dismissal, and that the employee has the right of appeal, and to who they can make that appeal.

The letter confirming dismissal will contain the following information:

- The reason for dismissal and any administrative matter arising from the termination of their employment.
- The employees right of appeal and to whom they should make that appeal

6. Appeals

Every employee has the right to appeal against the outcome of a disciplinary hearing. The basis of an appeal should normally relate to one of the following areas:

- that the Company's' Procedure had not been followed correctly.
- that the resulting disciplinary action was inappropriate.
- that the need for disciplinary action was not warranted.
- that new information regarding disciplinary action has arisen

An appeal should be put in writing to the HR Department / Head Office. The letter of appeal may be constructed by the employee or their representative. The letter should contain the grounds for appeal and should be lodged within 10 days of receipt of the warning / dismissal letter.

An appeal will be arranged within 20 working days of receipt of the appeal letter.

Appeals against Verbal and First Warnings

In the case of verbal and first warnings, the appeal will be heard by the manager next in line to the one who issued the warning.