

ACHIEVING AND MAINTAINING STANDARDS

1. POLICY STATEMENT

Perth & Kinross Council recognises that the provision of excellent services to the public requires employees to perform to the highest possible standards.

The desired outcome of this policy and procedure is to ensure employees achieve and maintain satisfactory standards of conduct and performance in a consistent, fair and supportive working environment.

This policy and procedure applies to all employees of Perth & Kinross Council with the exception of Teachers and the Chief Executive who are covered by similar procedures.

1.1 Principles

Perth and Kinross Council will:

- Promote a working environment that recognises the importance and value of regular, effective communication between managers and employees.
- Ensure all managers take an active role in developing a high performing workforce.
- Ensure that, in day to day supervision and contact with employees, managers will address any conduct or performance concerns at the earliest opportunity.
- Ensure that all employees understand their duties and responsibilities and are aware of standards expected of them.
- Ensure that employee illness, complaints, etc will not normally prevent the progression or completion of action under this policy.
- Ensure that, at all stages of the formal procedure, employees will have the right to be accompanied by a trade union representative or work colleague.

2. PROMOTING A HIGH PERFORMING WORKFORCE

The most effective way of promoting a supportive environment for achieving and maintaining standards at work requires regular, effective and transparent communication between managers and employees. This will ensure that, as part of day to day operations and supervision, employees are aware of the standards of conduct and performance expected and how they can contribute to the Council's improvement agenda.

The tools managers will use to promote this environment will be day to day management of performance, job profiles, team meetings, team plans, Employee Review and Development (ERD) and supervision. All employees must understand and comply with the standards set out in the Employee Code of Conduct ([Appendix 1](#)) Our People Strategy and any relevant professional Codes of Conduct.

In normal circumstances, conduct refers to employee behaviour and is regarded as a deliberate act, omission, failure, carelessness or negligence. Employee conduct outside the workplace may impact on their employment. Performance is regarded as qualification or ability to fulfil the duties and responsibilities associated with a post and achieve the standard required. There may be circumstances, in which there are overlapping conduct and performance issues. The application of the appropriate procedure will be determined by relevant Hearings or investigation.

It is in everyone's interests for conduct and performance issues to be addressed and progressed. Open, transparent and early communication will allow these matters to be concluded as swiftly as possible at the lowest level reasonably practicable. Where a conduct or performance issue is being progressed and employee illness or complaints arise, this will not normally prevent progression of this action. It may be appropriate for these matters to run concurrently or together, under one process. Advice is available from Human Resources.

3. PROCEDURE – DISCIPLINE

3.1 Initial Assessment

An initial assessment of alleged misconduct will be carried out to determine the type of investigation or Hearing required.

The type of discipline investigation required will be determined by the circumstances of the case. It may involve investigatory meeting(s) with an employee and/or any witnesses prior to a Hearing or may involve the collection of evidence by management for the Hearing. Collection of relevant evidence will determine whether there are sufficient grounds for the matter to proceed to a disciplinary Hearing or not.

Notification of allegations regarding the conduct of a trade union representative should be provided to the relevant full time official of the trade union as soon as practicable, with the employee's consent.

Where an employee's misconduct is likely to impact on their continuing registration or right to practice, an employee may request to be accompanied by either a work colleague, trade union representative or legal advisor during any formal proceedings. Where appropriate, notification will be made to the appropriate professional body eg Scottish Social Services Council, Law Society of Scotland, etc. or the Disqualified List for working with Vulnerable Groups

3.2 Arranging a Disciplinary Hearing

In advance of any Hearing, employees will be provided with details of the alleged misconduct and, where appropriate, with written copies of evidence and/or relevant witness statements. Notice should be provided of any witnesses to be called to the Hearing by management.

In normal circumstances (with the exception of meetings as part of an investigation) employees will be provided with a minimum of 5 working days' notice of any Hearings in writing.

If an employee is unable to attend a scheduled Hearing, the chairperson must be informed in advance. If the employee fails to attend without reasonable explanation or, if they fail to attend a rescheduled Hearing, this will result in the Hearing proceeding in their absence.

Where a representative or work colleague is not available for an arranged Hearing, the employee must make alternative arrangements for another trade union representative or work colleague and take all reasonable steps to ensure the Hearing can proceed without unreasonable delay. Where appropriate, an alternative manager may be nominated to chair a Hearing to enable it to progress at the earliest opportunity. An alternative date can be agreed by mutual consent, normally, within 5 working days of the original proposed date.

Employees will have the right to call relevant and reasonable witnesses and submit any evidence at a Hearing, in support of their case. Adequate notice must be given by the employee.

Employees or their trade union representative/work colleague will be given the opportunity to state their case in person or in writing before any decision is made at a Hearing to the nominated officer.

A Hearing will evaluate the evidence and consider what action is appropriate.

3.3 Conducting a Disciplinary Hearing

The purpose of a formal Disciplinary Hearing to consider alleged misconduct is to:

- Allow both sides the opportunity to state their case, including presentation of relevant and reasonable evidence and witnesses
- Ensure that adequate information has been collected or presented for the chair of the Hearing to evaluate the case and make a decision
- Maintain consistency and fairness in the handling of cases across the Council
- Determine whether the allegations of misconduct are: substantiated, not substantiated, or partially substantiated

Action taken at the conclusion of the Hearing will be:

Either

⇒ No formal action

Or

⇒ Consideration of the appropriateness of informal counselling or other management action

Or

⇒ Consideration of formal action

And where appropriate

⇒ Explanation of consequences if standards are not achieved and maintained

3.4 Action

Formal action may be implemented at any level, if warranted by the alleged misconduct and circumstances of the case. The levels of action are:

3.4.1 Written Warning:

This action will normally be taken for a first serious breach of discipline/misconduct, a repeated breach of discipline.

Will normally remain on file for a period of **9** months from the date issued.

3.4.2 Final Written Warning:

This action will normally be taken for a first serious breach of discipline/misconduct, a repeated breach of discipline or where the employee has not improved within the currency of a written warning.

Will normally remain on file for a period of 15 months from the date issued.

3.4.3 Action Short of Dismissal:

This action may be taken, as an alternative to dismissal, and may consist of a final written warning in conjunction with:

- Disciplinary Transfer - A Disciplinary Transfer will only occur once
- Demotion or loss of seniority
- Extending the normal time limit for a final written warning
- Withholding incremental progression
- Suspension without pay for a specified period

This list is not exhaustive.

3.4.4 Dismissal:

This action will be taken for a serious, repeated misconduct during the time limit of a warning or for gross misconduct for which no previous warning exists. Dismissal may be without notice (in cases of gross misconduct) or with payment in lieu of notice.

No employee will be dismissed for a first breach of discipline except in cases of gross misconduct when dismissal without notice or payment in lieu of notice will be considered. Examples of what might constitute gross misconduct is shown in [Appendix 2](#).

4. REVIEW OF FORMAL ACTION

At approximately one month prior to the expiry of any formal action, a manager will review if standards of conduct have been achieved and maintained. If conduct has improved to a satisfactory level, the manager must recognise this improvement and advise the employee that no further formal action will be taken. Any failure to improve conduct will be dealt with under this procedure, if and when this occurs.

5. COMMUNICATION - DISCIPLINARY

Employees will be advised of any informal counselling or support, and the improvements required, without unreasonable delay. Written records will be placed in the employee's file.

Employees will be advised of any formal action, and the improvements required, following a Hearing without unreasonable delay. This will be confirmed in writing to the employee.

Written records of any formal action will be maintained in the employee's file but will be disregarded after a specified period, subject to satisfactory conduct being achieved and sustained. These records will detail the improvements expected, the outcomes to be achieved and consequences if standards are not achieved and sustained. Regular reviews of conduct should be undertaken during any action.

6. APPEALS

An employee has the right of appeal against any formal action in respect of discipline taken under this procedure. An appeal must be lodged, in writing, to the relevant Executive Director outlining the grounds of appeal within 10 working days of receipt of the written outcome.

Appeals will take place without unreasonable delay. ([Appendix 3](#) details arrangements for Hearing appeals under this procedure).

Where an appeal has been lodged, there will be no delay in implementing support or recommendations from formal action, although the decisions may be subsequently amended as a result of the appeal process.

Potential action from a formal appeal will include:

- The decision of the Hearing is upheld and the formal action stands. There is no further right of appeal.
- The decision of the Hearing is upheld in part and the formal action is reviewed, reduced or removed. There is no further right of appeal.
- The decision of the Hearing is overturned and the formal action is reduced or removed. There is no further right of appeal.
- The original Hearing is remitted to reconsider new information that has been provided or disclosed during the appeals process with a view to re-Hearing the case and formal action.

7. PROCEDURE – PERFORMANCE

7.1 Initial Action

Regular and effective communication between managers and employees will enable performance issues to be raised promptly using the informal approach.

Where a manager has concerns regarding employee performance, there will be sensitive and clear communication to ensure the employee understands the issues and consideration is given to any relevant support/training.

Discussions will be undertaken confidentially, confirmed in writing to the employee and recorded in the employee's personal file.

Where this action does not lead to a satisfactory and sustained improvement, formal action will be taken.

7.2 Arranging a Performance Hearing

Formal action will be considered where an employee continues to underperform despite training and/or support being provided at an informal level, as an outcome from formal Employee Review and Development processes or following a disciplinary investigation or Hearing.

Employees will be provided with written details of the areas of underperformance and support or training that has already been provided at an informal level or during an improvement period, in advance of any formal Hearing.

In normal circumstances (with the exception of meetings as part of an investigation) employees will be provided with 5 working days notice of any Hearings.

If an employee is unable to attend a scheduled Hearing, the chairperson must be informed in advance. If the employee fails to attend without reasonable explanation or, if they fail to attend a rescheduled Hearing, this will result in the Hearing proceeding in their absence.

Where a representative or work colleague is not available for an arranged Hearing, the employee must make alternative arrangements for another trade union representative or work colleague and take all reasonable steps to ensure the Hearing can proceed without unreasonable delay. An alternative date can be agreed by mutual consent, normally, within 5 working days of the original proposed date.

Where there is evidence that underperformance may be the result of stress, ill health or a long term medical condition, a referral will be considered to the Council's Occupational Health Service before the progression of (further) formal action.

7.3 Conducting a Performance Hearing/Performance Review Hearing

A Performance Hearing will take place at the start of the formal process and a Performance Review Hearing will normally take place upon conclusion of any improvement periods. These will also be supported by regular, review meetings.

The purpose of all Performance Hearings and Performance Review Hearings is to:

- Review progress
- Explore the reasons for (continuing) underperformance
- Ensure the employee understands the expected standards of performance
- Ensure the employee understands the impact of their underperformance on the delivery of the service
- Explore any (further) training or support that can be reasonably provided
- Develop (or review) an action plan for regular monitoring and review of underperformance
- Consider the appropriateness of setting an improvement period or a Final Warning with an improvement period.

When considering timescales for improvement of performance, managers will consider the nature of the performance concerns and the job role. Where the concerns relate to skills and tasks within the role that are repetitive, timescales can be shortened, i.e. weeks. Where the underperformance concerns are more complex and there are more aspects to the role, timescales could be longer, i.e. months.

7.4 Action

Action taken at the conclusion of the Performance Hearing will be:

Either

⇒ Ongoing support and monitoring of performance at an informal level

Or

⇒ Issue a formal improvement period, or in exceptional circumstances a Final Warning with an improvement period during which a significant and sustained improvement is expected

And in both cases

⇒ Explanation of the next steps if there is no significant and sustained improvement in performance.

7.5 Performance Review Meeting

The manager will hold regular performance review meetings with the employee during any improvement period. These will be informal or formal meetings. A review of performance will be undertaken and feedback provided. Information acquired from these meetings will be referred to during Performance Review Hearings and Capability Performance Hearings.

Where performance has deteriorated during any improvement period, there is no obligation to continue with the remainder of the improvement period and a Performance Review Hearing or Performance Capability Hearing will be arranged as soon as possible.

7.6 Performance Review Hearing(s)

A Performance Review Hearing will be held at the conclusion of a formal improvement period.

Where an improvement in performance has been achieved, to the standard required and within the given timescales, the manager will recognise this improvement with the employee. Ongoing support and monitoring of performance will continue at an informal level. Where improvements in performance, achieved during any formal action, are not sustained, the formal procedure will be re-initiated at any stage or the matter may be referred to under the Disciplinary Procedure.

Where no improvement in performance has been achieved during an improvement period, to the standard required or within the given timescales, further action can be considered:

Either

⇒ Extend a formal improvement period, where appropriate

Or

⇒ Issue a Final Warning with an improvement period. The Final Warning lasts for the period of the improvement period

And in all

⇒ Explanation of the next steps if there is no significant and sustained improvement in performance.

At the conclusion of an extended formal improvement period or Final Warning within an improvement period, the manager will decide whether to convene a further Performance Review Hearing or Performance Capability Hearing. The type of Hearing required will be determined by whether an improvement in performance has been achieved to the required standard and within given timescales.

7.7 Performance Capability Hearing

A Performance Capability Hearing will be held upon conclusion of a Final Warning with an improvement period given at a Performance Review Hearing where the manager continues to have concerns about the standard of performance or where performance has deteriorated during the course of a Final Warning with an improvement period.

Where an improvement in performance has been achieved to the required standard and within the given timescale, the manager should recognise this improvement with the employee. Ongoing support and monitoring of performance will continue at an informal level.

Action taken at the conclusion of the Performance Capability Hearing will be:

Either

⇒ Ongoing support and monitoring of performance at an informal level

Or

⇒ In exceptional circumstances, extend a Final Warning with an improvement period. The employee will be advised that, if no improvement is achieved during this period, dismissal may be considered

Or

⇒ Performance Transfer with support, if necessary. A Performance Transfer will only occur once

Or

⇒ Dismissal. Dismissal will be with immediate effect with payment in lieu of notice.

8. COMMUNICATION - PERFORMANCE

Employees will be advised of any informal counselling or support in respect of performance, and the improvements required, without unreasonable delay. This information will be confirmed in writing to the employee and records will be placed in the employee's file.

Employees will be advised of any formal action taken in respect of performance without unreasonable delay and will detail the areas of performance being considered, the improvements required, the period for this to be achieved, outcomes to be achieved, any help/support that will be given and milestones for review. This information will be confirmed in writing to the employee and will be accompanied by an action plan. It will also explain next steps if the required improvements are not achieved within the given improvement period.

9. APPEALS

An employee has the right of appeal against formal action taken under Achieving and Maintaining Standards. An appeal must be lodged, in writing, to the relevant Executive Director outlining the grounds of appeal within 10 working days of receipt of, the decision. Appeals will take place without unreasonable delay. ([Appendix 3](#) details the arrangements for hearing appeals under this procedure.)

10. REVIEW

The Achieving and Maintaining Standards Policy and Procedure will be monitored and reviewed on a regular basis to ensure it continues to meet the needs of the Council and to ensure compliance with relevant legislation.



Employee Code of Conduct

1. Introduction

The purpose of the **Employee Code of Conduct** is to provide a clear framework for all Perth & Kinross Council employees, working for Perth and Kinross Council means you provide services that make a difference to the lives of individuals, families, and our local communities. As a public service worker, you have additional responsibilities due to public accountability and statutory obligations. The public expects and deserves a high standard of conduct from you and all local government employees.

The Council has high aspirations for our communities and relies on you, our employee to deliver the best possible services and value for money. Our local communities expect you to be committed and dedicated; to be creative and innovative in service design and delivery; to embrace new ways of working and work collaboratively with others to achieve common goals.

The **Employee Code of Conduct** encourages you to work in this way and sets out clear and helpful advice on the standards expected from you as an employee.

To support the code, there is a framework of policies, procedures, standards, and guidance on a range of topics which provides information on your rights, responsibilities and values and behaviour at work. It does not affect the rights and responsibilities you have outside of work.

2. Expectations

The **Employee Code of Conduct** reminds you to ensure that when carrying your duties that you must at all times:

- ✚ Be **Open** and **Honest**
- ✚ Be **Objective** and act with **Integrity**
- ✚ Be **Selfless** and treat others with **Respect**
- ✚ Be **Leaders** and be **Accountable** for your actions

3. The Standards of Public Life

The standards set out in this document are consistent with the [Councillors Code of Conduct](#) and the Values and [Standards of Public Life](#) included within the Nolan Committee Report 1996.

4. My Responsibilities

- ✚ I understand I am required to meet any code of practice or professional standards that are relevant to my job
- ✚ I understand that I am expected to embrace and promote the standard set out within the **Employee Code of Conduct**
- ✚ I will act with integrity, trust, respect, openness and be transparent
- ✚ I will put customers first, be a team player and build effective relationships
- ✚ I will treat others with dignity, value diversity, promote fairness and equality of opportunity
- ✚ I understand I will be impartial and will not let any private interests or personal relationships influence my decisions or actions.
- ✚ I will not use my position to further my own interest not to further the interests of others inappropriately
- ✚ I will lead by example to promote the culture of pride in working for a high performing Council
- ✚ I will comply with all legislative requirement and to take all reasonable actions to protect the Council's interests
- ✚ I will value everyone's contributions and celebrate success.
- ✚ I will be engaged, involved and supportive through change; be open to new ways of working and offer my own idea for change.
- ✚ I will promote wellbeing within a healthy and safe workplace
- ✚ I understand that I serve the public and have a duty to provide value for money when using Council equipment, materials and resources and will return all Council property when I leave the organisation
- ✚ I will maintain the confidentiality of Council information. I understand I will adhere to guidance on when and how, I access information, which is restricted and when this should be disclosed
- ✚ I will take the time to understand how my role and that of my team contributes to the corporate objectives, I will adopt a 'can do' approach, continually try to improve my performance, learn from my mistakes, and actively participate in my own development
- ✚ I will ensure that my conduct in and out of work does not bring the council into disrepute
- ✚ I understand that I must take care not to publicly criticise the Council in my working life, except in accordance with the [Public Interest Disclosure Act 1998](#). I understand that only designated employees and trade union officials are authorised to speak to the media
- ✚ I understand that I must take care not to publicly criticise the Council in my private life, including the use of social media. However, I may express my views as a Perth & Kinross resident in response to public consultations
- ✚ I recognise that I have the capacity to influence people with my behaviour, to achieve a common goal
- ✚ I understand that I must notify my Executive Director or Head of Service as soon as is practicable if I have been convicted of a criminal offence, being investigate for, or have been charged with a criminal offence that will affect my work, or working relationship with the Council
- ✚ I will notify my Executive Director of Head of Service as soon as is practicable if I become involved in a civil dispute that could affect my work or working relationships with the Council
- ✚ I will fulfil my duty to make any payments due to the Council in good time, including Council Tax and inform my line manger or the Council's Chief Accountant by emailing CHXFinance@pkc.gov.uk immediately if for any reason this does not happen
- ✚ I will serve the Council and all Councillors, regardless of my own political outlook
- ✚ I will read the other documentation referred to in conjunction with the **Employee Code of Conduct**

I understand that the Employee Code of Conduct is designed to support me in my role and failure to adhere to the code could result in disciplinary action.

5. Council Policies, Procedures, Standards and Guidance

The key policies, procedures, standards, and guidance which are relevant to the **Employee Code of Conduct** are shown below and will be updated as and when required.

You and your line manager are responsible for ensuring that you familiarise yourself with the Code and updated on any changes to the key policies, procedures, standards, and guidance relevant to your role.

Equally, it is your responsibility to ensure you understand your responsibilities under the Code and if you have any questions about the Code or the implications of the key policies, procedures, standards, and guidance, you should discuss these with your line manager in the first instance.

- ✚ [Achieving and Maintaining Standards Policy \(excludes Teachers\)](#)
- ✚ [Arrestment Guidance](#)
- ✚ [Communications Security Policy](#)
- ✚ [Conflict of Interest/Private Interest](#)
- ✚ [Contract Rules](#)
- ✚ [Corporate Equalities Policy](#)
- ✚ [Corporate and Service Operational Financial Regulations](#)
- ✚ [Data Protection Policy](#)
- ✚ [Disciplinary Procedure \(for Teachers\)](#)
- ✚ [Fraud and Corruption Policy](#)
- ✚ [Freedom of Information \(Scotland\) Act 2002](#)
- ✚ [Gifts and Hospitality Policy and Procedure](#)
- ✚ [Health and Wellbeing Framework](#)
- ✚ [Information Security Policy and Standards](#)
- ✚ [Occupational Health and Safety Policy](#)
- ✚ [Other Work Policy](#)
- ✚ [Political Neutrality Guidelines](#)
- ✚ [Procedure for Employees to Report Concerns \(Whistleblowing\)](#)
- ✚ [Protocol for Member/Officer Relations](#)
- ✚ [Protocol for Relations between Councillors and Employees in Scottish Councils](#)
- ✚ [Protocol for Joint Working – Third Sector and Council](#)
- ✚ [Recruitment and Selection Policy](#)
- ✚ [Social Media Guidelines](#)

The Council's policies, procedures, standards, and guidance are available on the Council's website, [under Employment Information](#). School based employees may also access these via GLOW, the Scottish Schools intranet.

Alternatively, if you are unable to access the website or have any queries about the contents of the policies, you should contact the Human Resources via email at hr@pkc.gov.uk

GROSS MISCONDUCT

Gross misconduct (i.e. dismissal without notice or without pay in lieu of notice) is described as misconduct serious enough to destroy the employment contract between the employer and employee, and makes any further working relationship and trust impossible.

Where the misconduct is potentially of a sufficiently serious nature as to constitute gross misconduct, consideration should be given to the employee being immediately suspended from work with pay to enable a full and thorough investigation of the incident.

In all cases, the Achieving and Maintaining Standards Policy must be followed.

EXAMPLES OF GROSS MISCONDUCT

Acts which constitute gross misconduct are those resulting in a serious breach of contractual terms and may warrant summary dismissal. Examples of gross misconduct might include:

- Theft
- Fraud, e.g. fraudulent claims of OSP, flexitime, business mileage.
- Deliberate falsification of records
- Fighting
- Physical assault/violence or bullying
- Deliberate and serious damage to Council property
- Serious misuse of Council's property or name
- Deliberately accessing internet sites containing pornographic, offensive or obscene material
- Serious acts of insubordination
- Unlawful discrimination or harassment
- Committing criminal offences
- Bringing the Council into serious disrepute
- Serious incapability at work brought on by alcohol or illegal drugs
- Causing loss, damage or injury through serious negligence
- A serious breach of health and safety rules
- A serious breach of the Council Code of Conduct
- A serious breach of the Child Protection Regulations
- A serious breach of the Code of Practice for social service workers
- A serious breach of confidence (subject to the Public Interest (Disclosure) Act 1998)
- Failure to disclose a personal financial interest in a contract or proposed contract with the Council
- Unauthorised acceptance of any fee or reward in connection with the employee's work

This is not an exhaustive list

APPENDIX 3

APPEALS

ACHIEVING AND MAINTAINING STANDARDS

For employees engaged under single status and craft terms and conditions of employment, appeals under this procedure will normally be heard at the following levels:

Formal Action – Discipline	Responsibility *
Written Warning	Head of Service or other nominated officer
Final Written Warning	Executive Director or other nominated officer
Action Short of Dismissal	Executive Director or other nominated officer
Dismissal	Appeal heard by Appeals Sub-Committee

Formal Action – Performance	Responsibility *
Improvement	Independent review by other manager
Final Warning with Improvement Period	Appeal heard by Head of Service or other nominated officer
Performance Transfer	Appeal heard by Executive Director or other nominated officer
Dismissal	Appeal heard by Appeals Sub-Committee

There are no further rights of Appeal.

* In normal circumstances, Human Resources will also be represented on Appeal Hearing Panels (with exception of Appeals Sub-Committee).

For employees engaged under Chief Officer terms and conditions of employment, appeals under this procedure will normally be heard at the following levels:

Formal Action – Discipline

Role of Chief Official against whom allegations have been made	Formal action (discipline) can be taken by:	Formal Action	Responsibility
Head of Service or Depute Executive Director	Depute Executive Director or Executive Director	Final Written Warning or action below	Appeal heard by Depute Chief Executive or Appeals Sub Committee
		Action short of dismissal or dismissal	Appeal heard by Appeals Sub Committee
Executive Director or Depute Chief Executive	Chief Executive	Final Written Warning or action below	Appeal heard by Appeals Sub Committee
		Action short of dismissal or dismissal	Appeal heard by Appeals Sub Committee

Formal Action – Performance

Role of Chief Official	Formal action (performance) can be taken by:	Formal Action	Responsibility
Head of Service or Depute Executive Director	Depute Executive Director or Executive Director	Improvement period or final improvement period	Appeal heard by Depute Chief Executive or Appeals Sub Committee
		Disciplinary Transfer or dismissal	Appeal heard by Appeals Sub Committee
Executive Director or Depute Chief Executive	Depute Chief Executive or Chief Executive	Improvement period or final improvement period	Appeal heard by Chief Executive or Appeals Sub Committee
		Performance Transfer or dismissal	Appeal heard by Appeals Sub Committee

Appeals against an Improvement Period will be heard as an independent review by other parties with no prior involvement.

All other appeals will be conducted as an Appeal Hearing.