

 **CWU** Communication Workers Union  
150 The Broadway  
Wimbledon  
London SW19 1RX

# SPECIAL ISSUE

Monday 15th March 1999

This issue contains a report made under CWU National Rule 5.2.6

## Parcelforce Conduct Code

### **NOTICE BY THE ORGANISING SECRETARY**

Ballot papers will be despatched to Branches on Monday 15th March 1999.

The ballot paper must be returned to Eric Lovett, National Organising Secretary, Communication Workers Union, 150 The Broadway, Wimbledon SW19 1RX in the envelope provided by no later than 9.00am Thursday 1st April 1999.

Any Ballot Papers received after this time and date will not be included in the count.

**Eric Lovett**  
National Organising Secretary

Ref: 000101

# SPECIAL REPORT ON PARCELFORCE CONDUCT CODE

## **Introduction**

In this years General Secretary's Annual Report Paragraph 6.12 reported that the position in respect of progress on the negotiations concerning the Parcelforce Conduct Code had not changed throughout 1998 since a meeting that was held on 4 December 1997. The major stumbling block being the issue surrounding "Authority Levels" which remained unresolved.

On 8 January 1999 however the General Manager Personnel & Employee Relations wrote to the Union stating that as it had not been possible to resolve the question of authority levels he was advising the CWU that Parcelforce Worldwide needed to move ahead with the implementation of the procedure negotiated to date with authority levels based on the conduct code recently agreed between the CWU and Royal Mail. The letter went on to state that Parcelforce Worldwide would be implementing the revised Conduct Code from the end of January 1999 by Executive Action.

The Union made it clear that this was totally unacceptable and requested that a meeting be held on this subject as they were not prepared to accept Executive Action on a code with authority levels that had not been jointly agreed.

The Union put considerable pressure on Parcelforce to meet because of the damaging confrontation the Executive Action could lead to and very reluctantly Parcelforce eventually agreed to a meeting to see if a resolution could be found to the points of difference. The meeting took place on Thursday 25 February and sufficient progress was made by its conclusion to enable a report to be placed before the March meeting of the Postal Executive recommending endorsement of a new Conduct Code.

## **Postal Executive**

The Postal Executive on 2 March 1999 received the report of the action taken and concluded that the revised Conduct Code be endorsed subject to a Branch ballot.

The Postal Executive also agreed that there should be a briefing of Regional Parcel Organisers to be held prior to ballot papers being despatched to Branches to ensure the details of the code could be explained and communicated.

## **The New Code**

The new Conduct Code in many respects is self

explanatory so there is no need for a long commentary, however, to highlight the improvements I have detailed below the main aspects.

The Code applies to all grades and is about conduct not capability.

## **Guiding Principles**

- In the guiding principles the emphasis is on help, encouragement, guidance and counselling.
- At each stage of the procedure the member will be advised of the full nature of any charges and will be given the opportunity to state their case before any decision is made.
- Individuals will be made fully aware of any evidence.
- No charge will be made until sufficient facts have been determined.
- At all stages of the formal procedure a member will have the right to be represented by a union representative.
- A right of appeal against any discipline penalty.
- Cases will be dealt within the timescales laid down.

## **Employee Rights**

All employees will have the following rights afforded to them.

- Courtesy and respect.
- Fair Treatment.
- The right to have their previous work record and conduct taken into account together with any extenuating circumstances.

## **Remedial Approach**

- It has been emphasised in the first instance where there is alleged misconduct discussions with the immediate manager should take place to seek an explanation. Where the explanation is satisfactory the discipline procedure should not apply. The line managers should deal with minor breaches by way of an informal oral ticking off. That being the end of the matter with no record being kept.
- Counselling playing a crucial role aimed at

pointing out any shortcomings and offering help to an individual to encourage improvements, rather than the big stick approach.

### **Discipline Process**

- Where conduct may require formal action fact finding interviews will take place to establish what action is necessary.
- Individuals will be provided with copies of all documentation relevant to their case prior to any hearing.
- Only CMA represented grades will have the authority to give Warnings and Category 1 Serious Offences.
- Only second line managers will have the authority to give Category 2 Serious Offences.
- Where a manager is considering dismissal the written notification must make this clear.
- There is emphasis on a manager giving his decision on a face to face basis wherever practical.
- Where precautionary suspension is being considered because an individual refuses to carry out a reasonable instruction written into the code is a "cooling off" period with the encouragement to seek the assistance of their union representative.
- Appeals will be heard by an independent appeals manager.
- Where a member appeals the penalty cannot be increased.
- Late Attendance is no longer to be subject to a separate procedure but contained in an appendix to the conduct code. The details take into account the recent legislation on European working time
- A joint review of the Code at 6 months and 12 months to establish the effectiveness of its implementation.
- Parcelforce have agreed Managers Guidelines for the Code will be cleared by the union prior to implementation.

### **Conclusion**

The Postal Executive has no hesitation in recommending your support of the new Code with the safeguards it provides for our members.

**Recommendation  
That the new Conduct Code for  
Parcelforce be endorsed.**

**The Postal Executive Recommends You  
Vote Yes**

# PARCELFORCE CONDUCT CODE

FINAL 25/2/99

This agreement serves as the Parcelforce Discipline Procedure and replaces the Discipline instructions and rules referred to in the following Postal Instructions:

- N IJ0013 Discipline Procedure
- NIJ0017 Insubordinate, Obstructive or Violent Conduct
- N IJ0026 Losses and Gains
- N IJ0027 Loss of or damage to official property

- PIJ0013 Disciplinary Procedure
- P IJ0017 Insubordinate, Obstructive or Violent Conduct
- P IJ0026 Losses and gains
- P IJ0027 Loss of or damage to official property
- PI NIJ0016 } Late
- PI PIJ0016 } Attendance

.....  
Parcelforce      Communication Workers Union

Date..... Date.....

# PARCELFORCE CONDUCT CODE

## Introduction

The success of Parcelforce depends upon every one of us doing our best to ensure the efficient performance of the Business. We need to make full use of our ability at all times, take a responsible attitude to work and take responsibility for our actions. This revised code, which complies with the ACAS Code on Discipline and best Industrial Practice has been agreed with the Unions and is aimed at being a guide for all employees. It is not intended to be applied in a rigid fashion, it must be operated flexibly and in a manner with the joint aim of helping employees make any necessary change of behaviour and retaining good industrial relations by being seen to be fair.

## 1 PURPOSE AND SCOPE

This code is a guide for all employees. It sets out standards of conduct which Parcelforce expects, explains what happens if those standards are not met, details the way in which failure to comply will be dealt with, and also sets out everyone's rights.

It is important to bear in mind that this code is about conduct. There are separate procedures to deal with other issues like attendance and inability to perform a job effectively.

The code is intended to provide help and advice to all Parcelforce employees at all levels, and to union representatives, in a simple, flexible and non-bureaucratic way. It will be used to deal with all conduct cases except those involving union representatives when acting in their representative capacity; the procedure for such cases is included in the IR Framework.

## 2 GUIDING PRINCIPLES

Where an individual fails to comply with Parcelforce's standard of conduct, the objective is to help and encourage him or her to improve with guidance and counselling, rather than to punish people for the sake of it. However, the code also recognises that penalties are sometimes necessary, and it gives details of the procedures to be followed and what to expect if this happens.

- counselling and other remedial action will be considered when appropriate to encourage individuals to improve behaviour. [see para 5a]
- at every stage in the procedure the employee will be advised of the full nature of the charges against him/her and will be given the

opportunity to state his/her case before any decision is made.

- the employee will be made fully aware of the evidence against him/her in line with the procedure.
- no charge will be made until sufficient facts of the case have been determined.
- no employee will be dismissed for a first breach of discipline except in the case of gross misconduct when the penalty will normally be dismissal without notice or payment in lieu of notice.
- at all stages of the formal procedure (i.e. excluding counselling) the employee will have the right to be represented by the relevant union representative or be accompanied by a friend from the same work location.
- an employee will have the right to appeal against any discipline penalty imposed.
- the procedure can commence at any stage if a Post Office Security Investigation Services (POSIS) investigation has been completed and the report is available to management.
- cases will be handled as speedily as possible, and where there is significant delay the individual will be notified of the reason and when a decision is likely to be made.

## 3 EMPLOYEE OBLIGATIONS

Parcelforce sets itself very high standards of customer service, and these can only be met if all employees are committed to those high standards. That can't happen effectively unless people know just what is required and how they will be judged and the code details the standards of conduct that everyone working for Parcelforce is required to meet.

Parcelforce requires all employees to take a responsible approach to their work, customers and fellow employees, to maintain standards of conduct appropriate to their role, and to follow the instructions of their manager.

## 4 EMPLOYEE RIGHTS

Employees have a number of rights, the most important of which are outlined below:

- Courtesy and Respect: Everyone who works for

Parcelforce is entitled to be treated with courtesy and respect, by all Parcelforce employees whatever the situation.

- **Fair Treatment:** Employees have the right to be treated fairly, including the right to make their case in response to any allegations or questions put to them, whether formal or informal. Employees also have the right to be treated in an impartial, non-discriminatory way. Racial and sexual harassment are not tolerated in Parcelforce and proven cases can lead to dismissal. There is a detailed procedure for dealing with complaints of harassment.
- **Representation:** Individuals have the right to be accompanied by a colleague in formal disciplinary hearings. This colleague may be their accredited union representative, who may assist in the presentation of and/or representation of the case. An employee may obtain advice from outside Parcelforce, or make a complaint to a statutory body, and once they have exercised their right of appeal under the procedure and the appeal has been dealt with an employee may ask an outside person to take up the case on their behalf. In addition, if they feel they have been unfairly treated in a disciplinary matter individuals may in certain circumstances have the right of complaint to an Industrial Tribunal. Details can be obtained from the local Job Centre or DSS Office. Such complaints must be made in a specific period of time. For that reason the code expects that all appeals against dismissal will be completed within three months of the decision to dismiss.
- **Work Record:** Employees have the right to have their previous work record and conduct taken into account and to have any extenuating circumstances fully considered at any disciplinary hearings.
- **Post Office Security & Investigation Services:** Employees have the right to be advised of the role of the Post Office Security & Investigation Services and be fully informed about the procedures to be followed in the event of a POSIS interview.
- **Treatment of Cases:** employees have the right to expect that discipline cases will be dealt with promptly and the aim will be that they will be notified of the decision within 3 weeks of the initial fact finding discussion. In all communications the relevant timescales will be specified. If an offence comes to light concerning an employee who is on sick leave, an explanation would normally await return to duty unless circumstances justify urgent action. In such circumstances Employee Health Service advice should be taken and care given to avoid detriment to the individual's health. Where an

employee has commenced sick leave following an offence coming to light, and it is clearly impracticable for them to attend the discipline interview, the case should be pursued on his/her return to work unless it is of such gravity that it must be pursued immediately (e.g. there is substantive evidence of dishonesty or abuse of sick leave provisions). In such circumstances EHS advice should be taken and care given to avoiding detriment to the individual's health.

- **Grievance:** Where an employee has a serious concern about a particular issue or instruction he or she may pursue the matter via the Grievance Procedure. This procedure should always be used where someone is unhappy about an instruction rather than refusing to carry out that instruction.

## 5 REMEDIAL APPROACH

When it is considered that conduct is unsatisfactory a manager, normally the immediate manager, will discuss the matter with the employee to ascertain the facts and ask for an explanation. Employees will normally be provided with a copy of any notes taken by the manager during this discussion if it is decided to pursue disciplinary action. This discussion will take place straightaway (or at most within 48 hrs). Employees can expect sufficient time to collect their thoughts before giving their explanation - which could be in writing if they wish - they can seek advice from a colleague, who could be the accredited union representative for that location. If the employee's explanation is satisfactory the discipline procedure will not apply. Line managers will deal with minor breaches by way of an informal oral ticking off, as soon as possible but out of the hearing of others. That is the end of the matter and no record is kept.

### a) Counselling

The initial approach should be a two way discussion, aimed at pointing out any shortcomings in conduct or performance and encouraging improvement. Criticism should be constructive, and the emphasis should be on finding ways in which the employee can remedy the shortcomings. Where an improvement is required it is important that the employee understands what needs to be done, how performance or conduct will be reviewed. The employee should be told that if there is no improvement the next stage may be the formal disciplinary procedure.

## 6 THE DISCIPLINE PROCESS

Where it is considered that an individual's conduct may require formal action it will be dealt with under the Parcelforce Discipline Procedure, which is described below. The procedure is designed to be clear, simple and straightforward and - above all - fair (Flow chart contained in Appendix 1).

#### **a) Fact Finding:**

When it is considered that an employee's conduct may have breached a rule or standard, the employee's line manager will make a prompt and detailed investigation of the facts and may seek a more detailed explanation from the individual. Where the offence is considered to be sufficiently serious individuals may first be asked to provide a written explanation; in such cases and before a formal interview, the manager dealing with the case will conduct any further investigations that are considered necessary including interviewing the employee as a result of the explanation.

Where the outcome of the fact-finding investigation does not warrant formal discipline action, the manager will decide whether there is a need for the individual to be counselled to encourage the employee to improve and to correct behaviour. Where counselling takes place follow-up action will be taken as appropriate.

Where the outcome of the fact finding investigation appears to warrant further action a formal disciplinary hearing will be convened with the employee.

#### **b) Formal disciplinary hearing**

At any formal minuted discipline interview employees are entitled to be accompanied by a friend, who must be a Post Office employee or an accredited union representative. At the interview they can act as an observer, help in putting the case or present the case on their behalf.

Where a colleague or union representative attends a discipline or appeal hearing in their working time they will be given sufficient paid release from duty to prepare and attend, and travel if necessary.

### **7 ACCESS TO DOCUMENTS**

Before a formal hearing the employee will be provided with copies of the documents relevant to the decision in the case, and they may refer to them during the hearing. Individuals may give these copies to their friend or union representative if he or she has agreed to accompany them. In progressing an appeal employees will be given copies of the notes of any formal interviews they have attended, including any formal fact finding interviews. Legal advice to Parcelforce will not be disclosed, nor will POSIS reports.

In cases where the anonymity of witnesses has to be preserved. Information/documents released will be presented in such a way to achieve that objective in accordance with Employment Appeal Tribunal guidelines.

### **8 AUTHORITY LEVELS**

The authority to give Warnings and Category 1

Serious Offences lies with your immediate line manager (minimum CMA represented grades). Category 2 Serious Offences involving dismissal or action just short of dismissal will only be given by an individual's second line manager of at least PEB or equivalent who is in the direct reporting line and has had the appropriate training. Appeals against warnings and Category 1 Serious Offences will be heard by the next line manager and appeals against Category 2 Serious Offences will be heard by an independent appeal manager. These minimum authority levels cannot be altered without further negotiations with National employee representatives.

### **9 PROCESSING CASES**

One of the main aims of this code is simplicity. Possible breaches of the code will normally be dealt with by the line manager of the employee concerned, and that manager will decide how to pursue the case in line with the code. The manager has some discretion as well as an overriding duty to see that the principles of the code are upheld. If the manager needs advice, he or she can seek it from their own manager or from Personnel.

In addition, a manager who feels that a case is particularly sensitive or complex can ask their manager to deal with it, though this should rarely be necessary. However, if a manager feels that there is need for a penalty to be imposed which is above his or her authority level he/she must pass the case to his or her manager.

If a manager considers an employee's explanation to be unsatisfactory and feels that there is a case to answer, he or she will write to ask the employee to attend a formal minuted discipline interview with the manager making the decision. He or she will give the employee at least 48 hours notice of the hearing and will set out details of the allegation.

If the Manager is considering dismissing an employee, the written notification will make this clear. The discipline procedure can start at this level if a POSIS investigation has already been completed and the report is available to management. In such cases the POSIS report may form part of the interview.

At the earliest opportunity the manager dealing with the case will tell the employee his or her decision face to face wherever practical and follow this with a formal letter setting out the reasons for the decision.

Some delay may be necessary if issues have been raised that need further checking or investigation, or where complex issues requiring detailed consideration have arisen.

## 10 PRECAUTIONARY SUSPENSION FROM DUTY

There are circumstances in which it is necessary to suspend an employee from duty. The main reasons to justify suspensions include:

- Alleged/suspected or admitted dishonesty
- Drunkenness/being under the influence of non-prescribed drugs
- Failure to follow a reasonable instruction
- Violent/abusive behaviour
- Wilful delay

In addition, there may be other circumstances in which a serious breach of conduct will appear to have occurred and it is clearly in the interests of all concerned to remove the employee from duty. If an employee in his or her private capacity has been arrested, or charged with or convicted of a criminal offence, he or she may also be suspended. Where the individual has refused to carry out a reasonable instruction he/she should be given 5-10 minutes 'cooling off' time to reconsider his/her actions before being precautionarily suspended. The individual should be encouraged to see his/her local representative during this period when possible.

In normal circumstances suspension will only be carried out by a Unit Manager. Also POSIS can suspend employees on the authority of an appropriate Manager. However, there are times when a Manager other than the Unit Manager may have to act quickly, for example in cases of drunkenness or violent behaviour. In all cases suspension should be reported to Senior Management.

Suspension should only occur when it is necessary to prevent the risk of further breaches of conduct, to protect employees, property or parcels, or to protect Parcelforce's good image and standing in the community. It should only last as long as is genuinely necessary and will be reviewed after 48 hours and at reasonable periods thereafter.

Whatever the circumstances, standard pay and allowances will continue to be paid to any employee suspended in connection with admitted or alleged dishonesty. Pay will normally be stopped where suspension is for other reasons, e.g. because of drunkenness, failure to follow a reasonable instruction or violent behaviour. In all other cases the decision as to whether pay should be stopped will only be made following careful consideration and consultation with Personnel if appropriate. Where pay is stopped but it is subsequently decided that a discipline penalty is not warranted, the stopped pay should be restored.

## 11 DISCIPLINARY PENALTIES

Formal disciplinary action will always be notified in writing.

Each case will be treated on its merits with disciplinary action being taken as appropriate to the seriousness of the issue; and the three types of formal penalties are outlined below:

**Warning** - A record will be kept for a period of one year.

**Category 1: Serious Offence** - A record will be kept for 2 years.

A Category 1 Serious Offence can be accompanied by either of the following actions:

- Suspension without pay for 1-3 days
- Disciplinary transfer to another job within the Manager's area of authority.

**Category 2 Serious Offence involving dismissal or action just short of dismissal.** It may include two of the following:

- Deferment of increment
- Reduction in pay
- Disciplinary transfer to a job outside the Manager's area of control
- Downgrading
- Suspended dismissal
- Dismissal with notice
- Summary dismissal

Where someone remains in employment following one of the penalties in this subparagraph, a record will be kept for 2 years (5 years if dishonesty is involved).

The following notes should be borne in mind in imposing discipline penalties.

**Reduction in pay** - this means reducing pay to its position before the most recent increment or annual review.

**Disciplinary transfer** - this should only be considered where it is clearly necessary in the interests of Parcelforce, the individual or other employees.

**Downgrading** - this should be reserved for the most serious cases not involving dismissal. There may be instances in which it is considered appropriate to combine downgrading with, as examples, a suspended dismissal or transfer.

**Suspended dismissal** - the period should be clearly specified in the range of 3 months to 2 years, with a clear written warning that any further serious breach of the Conduct Code during that time could automatically result in dismissal. The normal procedures would apply in establishing whether any further breach had occurred, and the individual would be given clear notice in the subsequent call to a discipline hearing that dismissal was a possibility.

**Penalties with financial effects** - Certain penalties (transfers, reduction in pay) may lead to loss of earnings and pension entitlement and full account should be taken of any personal hardship before they are imposed.

**Implementation of penalties** - normally, from the date the decision is announced, or on completion of an appeal if one is made. However, dismissals will take effect from the date specified in the dismissal letter, which will normally include a period of notice. If management is unable to arrange an appeal in a reasonable time the date of dismissal will be deferred. [providing it was within managements control]

It is not possible to provide a tariff of penalties, because each case has to be judged on its own merits and in the light of the particular circumstances involved, including the previous service and record of the employee, and also because penalties will be more severe where frequent breaches have occurred. Parcelforce does however have a duty to ensure consistent treatment of employees as far as possible.

## **12 REPEATED BREACHES OF THE CODE**

Where an employee repeatedly is guilty of misconduct and has been warned about this, it may be necessary to take more severe action than a particular breach of conduct calls for by itself. For example, someone who has a number of current serious offences is likely to face dismissal. In such cases, when the person is called to the discipline hearing to deal with the latest breach, the notification will make it clear what discipline penalty is being considered, and that this is because of the number of previous penalties.

## **13 GROSS MISCONDUCT**

It is not possible to construct a definitive list of what constitutes gross misconduct, and in any event all cases will be dealt with on their merits. However, the following examples show some types of behaviour which in certain circumstances could be judged to be gross misconduct.

- Theft
- Violence
- Racial or Sexual Harassment
- Abusive behaviour to customers
- Wilful delay
- Deliberate disregard of health, safety and security procedures or instructions.
- Criminal acts against the Post Office
- Manifest Fraud

These types of behaviour are so serious and so unacceptable, if proved, as to normally warrant summary dismissal - that is dismissal without notice or pay in lieu of notice. Summary dismissal is a very serious matter and, before applying this penalty, managers must satisfy themselves that the offence and evidence warrant it.

## **14 APPEAL PROCEDURE**

Every employee has the right to appeal against a discipline penalty. If they wish to appeal they should tell the manager who imposed the penalty within 3 working days stating the grounds of their appeal in writing. An appeal hearing will then be arranged, and the employee will be notified in writing of the time, place and manager dealing with the appeal at least 48 hours beforehand.

If an employee appeals against a discipline penalty they can be accompanied by a colleague, who must be a Post Office employee or an accredited Union Representative. At the appeal interview the employee will be expected to present their case for the penalty to be reduced or dropped altogether.

How the employee puts forward their appeal is their choice but it may be in their best interests to be accompanied by their Union Representative who will be experienced in such matters. In many cases their Union Representative will agree to present the case on the individuals behalf, and if that is so the employee will need to meet him or her beforehand to go through the details. If there is a need for time off to consult a representative the employee should ask their manager; such time off will not be unreasonably refused but will depend upon operational and customer service requirements.

Employees will be told the outcome of the Appeal within 5 days unless it is necessary for further enquiries to be made, in which case the Appeal will be adjourned and reconvened once the enquiries are complete. In such circumstances the additional research will be undertaken expeditiously and the earliest possible notification of the outcome given. In all cases individuals will receive a written notification of the decision, with brief reasons. The result could be revoking or confirming the decision, or reducing the penalty.

## **15 WILFUL DELAY**

Wilful delay of mail is classed as gross misconduct, which if proven could lead to dismissal. The test to determine whether actions may be considered as wilful delay is as follows:

Deliberate action taken by an employee that causes

mail to be delayed is called wilful delay. Where proven, such breaches of conduct can lead to dismissal, even for a first offence; Indeed Wilful Delay is a criminal offence and can result in prosecution.

**16 LATE ATTENDANCE**

An employee who repeatedly attends late without an acceptable excuse will be dealt with under the discipline procedure in accordance with Appendix 2 to this agreement and in extreme cases this could lead to dismissal.

Managers should keep appropriate written records of late attendance. While pay may not be stopped for late attendance, offenders will be required to make up the lost time.

**17 LOSS OF DAMAGE TO PROPERTY**

All losses of property (including cash or valuables) other than an employees own, or damage to official property must be reported to your Manager. The Manager will decide whether such loss or damage raises doubts as to your suitability for the particular type of work you are engaged on. Where loss or damage is clearly attributable to negligence or carelessness, or is deliberate, disciplinary action may be taken.

**18 SUMMARY**

For the majority of employees hopefully issues of disciplinary penalties and appeals procedures will be of no more than passing interest. That said, it is important to establish an understanding as to what Parcelforce expects from them in terms of conduct and what they may reasonably expect from Parcelforce in terms of fair treatment should their conduct ever be brought into question. If having read this Code there are any areas employees still feel are unclear, or have any additional questions they wish to raise, they should not hesitate to raise them with their Line Manager. If he/she has not got the immediate answer they will find out and reply later.

**19 Review**

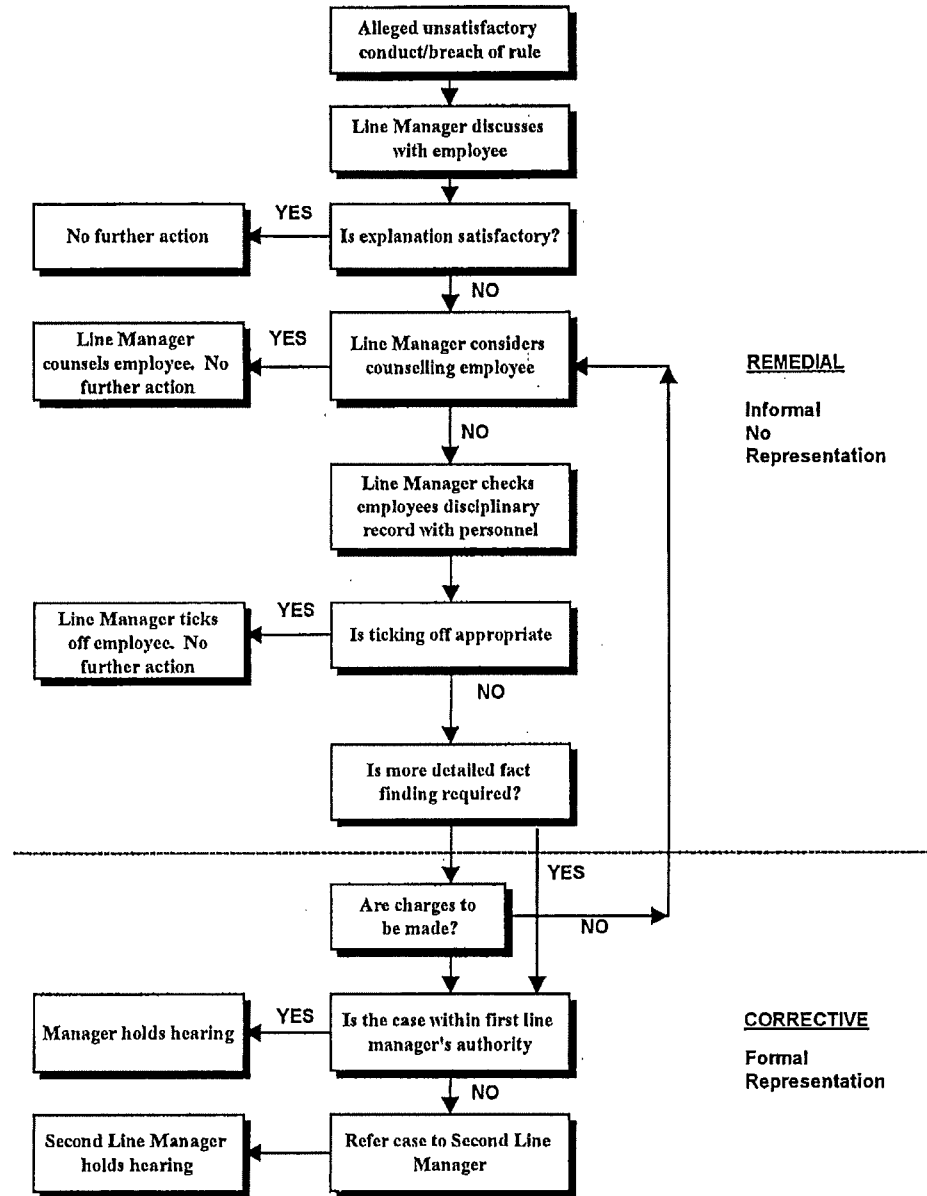
This agreement will be subject to joint review after six and twelve months.

Signed for Parcelforce      Signed for CWU

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Date.....                      Date.....

Conduct Code Flow Chart



Note : Where a manager believes it appropriate, he/she may go straight from seeking an explanation to the formal fact-finding stage.

## LATE ATTENDANCE

## APPENDIX 2

### **(1) The need for punctuality**

Punctuality is essential to the efficient operation of Parcelforce Worldwide Services to the public and every employee, accordingly, has a duty to attend punctually at the time scheduled for the commencement of their work. Punctuality is a matter of attitude and good timekeeping by all contributes to the morale of the working group and helps to achieve a corporate sense of purpose. Each employee has a responsibility to Parcelforce for the hours of work due to be performed; to their colleagues for the overall performance of the group and to the public to ensure that Parcelforce Worldwide Services are prompt and efficient.

### **(2) Recording of attendance**

All employees, whether full or part-time, must record their attendance daily by whatever means is in use locally unless their duties prevent them from doing so, in which case they should keep a record in their official diaries or by the prescribed method. For employees eligible for overtime pay, the exact time of arrival on duty and the exact time of leaving should be recorded. Other employees need only initial the attendance book or daily attendance sheets of their time of arrival and departure.

- (a) Where Flexible Working Hours operate, attendance by the staff concerned are governed by the provisions of that agreement.
- (b) Wilful inaccuracy in entering times in attendance records of any sort or the falsification of such records is regarded very seriously. A false entry with a view to securing extra payments may render the offender liable to prosecution and/or dismissal.

### **(3) Late attendance**

Late attendances of less than 5 minutes are normally ignored but if these become too frequent they may be taken up with the employee concerned and could lead to disciplinary action.

### **(4) Excused late attendance**

Late attendance incurred in the following circumstances will be excused and disregarded for disciplinary purposes:-

- (a) Where it can be demonstrated there has been unavoidable interruption of their normal means of transport through fog, railway breakdowns, etc;

(b) Where due to specially extenuating circumstances, e.g. domestic distress;

(c) When the interval at home in 24 hours has, because of the service commitment, been less than 11 hours.

Where appropriate, the actual time of attendance must be shown in the attendance record with a brief explanatory note.

An employee who attends late for their scheduled duty must, however, if they wish this late attendance to be excused, give their explanation to their Line Manager. An employee may be called upon for an oral explanation of any late attendance, but employees may offer a written explanation if they so desire. They may be called upon for a special written explanation where there are exceptional circumstances.

When an employee fails to attend at the proper time through oversleeping or from any cause other than illness, they must not stay away until the time for commencing their next duty arrives but they must attend as soon as possible.

### **(5) Time lost through unexcused late attendance**

Pay will not be withheld from any employee for time lost through late attendance. All employees, however, have a liability to perform in full their conditioned hours but staff will not be called upon to make up actual time lost through unexcused late attendance on a routine basis, except for persistent offenders who may be required to do so as part of the disciplinary procedure for dealing with the case.

### **(6) Late attendance on Sunday, extra duty and on Bank Holidays**

Late attendance on Sunday duty not part of the conditioned hours and on extra duty or Bank Holidays is dealt with by pay being calculated from the actual time of commencing duty.

### **(7) Persistent Late Attendance**

Persistent unpunctuality will be viewed most seriously. An employee who continually attends late without any acceptable excuse will be dealt with under the normal disciplinary procedure. If they fail to heed warnings in the early stages they must expect to incur more serious penalties, not excluding dismissal, if an acceptable standard is not achieved and maintained.

**(8) Appeals**

The normal appeals procedure will apply when disciplinary action is taken against a persistent late attender.