

Post Office Ltd

Appeals Handbook

*For Appeals Managers, HR Advisors, Contracts
Managers & the Appeals Allocation duty only.*

NOT FOR GENERAL CIRCULATION



APPEALS HANDBOOK

CONTENTS

SECTION		PAGE
1	Introduction	3
2	The Appeals Procedure	3
	Types of Appeal	3
	Appeals Managers	5
	Allocation Process	6
3	Standards for Appeals Managers	10
	Responsibilities	10
	Handling an Appeal	11
4	Post Office Legal Services	13
5	Employment Tribunals	14
6	Appendices	17
	Appeals Process – Flow Chart	17
	Appeal Case Summary – Employee	18
	Appeal Case Summary – Agent	20
	Agent Case Summary Index to Papers	22

1. Introduction

These guidelines have been produced for three target audiences –

- ❑ New and existing Appeals Managers
- ❑ The Appeals Allocation Duty at the People & Organisation Service Centre
- ❑ HR Advisors, Contracts Managers and those who are involved in the administration of the Appeals process

The Purpose of these is –

- ❑ To clarify who will be involved within the Appeals process and their responsibilities.
- ❑ To support existing and new Post Office Ltd Appeals Managers.
- ❑ To outline the support available from Post Office Legal Services (POLS)
- ❑ To provide information about Employment Tribunals

PO Ltd to date has maintained a professional and reliable approach to appeals and consequently our legal track record is very good.

These guidelines aim to assist you in maintaining our current quality standards.

2. The Appeals Procedure

2.1 Types of Appeal

There are a number of people processes with in-built rights of appeal at the appropriate stage. This section will define when a right of appeal to the National Appeals Panel exists and dispel some of the more common misunderstandings about the right of appeal and individual rights.

2.1.1 Employee Appeals

Appeals to the National Appeals Panel

Absence – There is a right of appeal if service is terminated because of an individual's attendance record. However, an employee does also have a right of appeal for medical retirement in the first instance and this must be progressed by Human Resources before any referral to the Appeals Allocation Duty.

Underperformance – There is a right of appeal if a Second Line Manager decides to downgrade an individual, or to terminate their employment as a result of managerially unacceptable performance following the application of the managing underperformance procedure.

Conduct – If the Final Warning has an associated penalty, which involves a loss of pay, (e.g. downgrading, or dismissal from employment), then the National Appeals Panel will deal with the appeal. In addition, an individual will have a further right of appeal if the outcome of the original appeal resulted in a non-dismissal penalty being increased to dismissal.

Issues handled within the Unit

Resourcing – There are no rights of appeal against an external recruitment/ internal appointment decision. However, if an employee feels that the correct Equal Opportunities and Resourcing policies have not been followed then they can raise a complaint under the Grievance Procedure through their line manager. An external job applicant has no rights under our procedures, but any complaint of a breach in these, especially equal opportunities, must be fully investigated by the territory/ business unit.

Appraisals – There are no rights of appeal, but an employee can make a grievance complaint if they feel the correct process has not been adhered to.

Grievance procedure – There is no right of appeal after the Third and final stage of the procedure.

Harassment – Once a formal harassment investigation has been completed, the complainant will have the right to an appeal if their complaint is not upheld. An independent manager, who has not previously been involved in the investigation, will be appointed and he/she will provide a final decision, which is not subject to further appeal. If however, any of the parties involved within the complaint feel that Post Office Ltd people processes have not been adhered to by the investigator, then they can make a complaint under the Grievance procedure.

Conduct – If an employee is awarded, as a result of conduct charges, a Formal or Final warning, then they can appeal against this decision which is handled by the line. Generally, the Second line manager would deal with a Formal warning and the Third line manager with a Final warning.

2.1.2 Agents

Appeals to the National Appeals Panel – Subpostmasters

Summary termination of Contract – An appeal by a subpostmaster against the summary termination of their contract, will be dealt with by the National Appeals Panel.

Issues handled within the unit – Subpostmasters

Termination of contract, with notice – There is no right of appeal against the termination of the contract with three months notice.

2.2 Appeals Managers

2.2.1 Recruitment of Appeals Managers

Appeals Managers are recruited as and when a need is identified to increase or replace members of the National Appeals Panel. When a need is identified, the Appeals Policy Owner will approach the relevant population of potential appeal managers to identify those with the correct skills and attributes to join the panel. The Appeals Training course is not available through the PDP process.

Once a person has been nominated for training they will be asked to complete a self-assessment, before commencing training.

All Appeals Managers must be Senior Managers.

2.2.2 Training

The Appeals Training Course is a three-day course run by Learning & Assessment Services. The course is intensive and also involves a significant amount of practical work including a variety of case studies. The course is assessed and only those who pass this course will be allowed to join the National Appeals Panel.

2.2.3 Commitment

All members of the National Appeals Panel are required to hear at least four appeals every year.

Conditions

- ❑ An Appeals Manager may complete several appeals at one time. e.g. if a major case arises within one office.
- ❑ There may be some quarters of the year when it would be impossible for an Appeals Manager to undertake appeals hearings. e.g. during pay negotiations, or a go live scenario on a major project. Appeals Managers who are so affected, are still asked to make up their quota of appeals per year.
- ❑ Some Appeals Managers will undertake appeals on a continuous rolling basis. This is greatly appreciated and is vital in maintaining the process to reasonable timescales.

2.3 Allocation Process

See Appendix 1 for the flow chart of the Appeals Process

2.3.1 Responsibilities of the HR Advisor / Contracts Manager

1. To immediately notify the Appeals Allocations Duty at the POSC of an Appeal. This will be done by forwarding (electronically) the appropriate case summary document – see appendix 6.2 & 6.3. The HR Advisor / Contracts Manager will need to indicate to the Allocation Duty if the appeal is of a particularly complex nature requiring specific expertise, or depth of experience from the Appeals Manager.
2. To acknowledge the appeal and reassure the individual that they will be contacted as soon as possible by a member of the National Appeals Panel. Ensure that effective communication with the individual is maintained.
3. Immediately after an Appeal is received, to put all the relevant papers together in a tabulated format for ease of reference. *An example Agents case index is included in appendix 6.4.* The case summary, which should have already been forwarded to the Appeals Allocation Duty, should be included. When a conduct case arises out of an investigation relating to another process, e.g. a harassment complaint, then ALL the case papers pertinent to the individual's case **must** be included.

4. To check the case, so that no apparent process issues exist. If an error within the process is discovered, the HR Advisor should endeavour to resolve this locally before sending the papers to the Appeals Manager. If it cannot be resolved, then the issue should be flagged for the attention of the Appeals Manager.
5. The Appeals Allocation Duty will notify the HR Advisor / Contracts Manager by return electronically of the case summary with section 12 completed (Name of Appeals Manager appointed, date and location). The HR Advisor / Contracts Manager will then forward to the Appeals Manager all the case papers. This should be done by a secure method of post.
6. The Appeals Manager will be provided with whatever assistance they might require and this must be done promptly and professionally. Generally this will be a request for interviewing accommodation and for a note taker to assist at the appeal hearing. However, it could also be a requirement for additional papers, or for an approach to the Employee Health Service.
7. On the conclusion of the case, the Appeals Manager will return all the papers, including those pertinent to the appeal, to the HR Advisor / Contracts Manager. The HR Advisor / Contracts Manager should then check these to ensure that:
 - A decision has been communicated to the individual.
 - That the Appeals Manager has handled the case in line with their responsibilities – see section 3 of these guidelines.
 - They feedback any improvement opportunities identified by the Appeals Manager within their report. If these are local issues, then the improvements should be put in place. If there are national policy implications, these will be addressed by the policy owner-see 8 below.
8. The HR Advisor will complete sections 15 to 18 of the Employee Case Summary, or Contracts Manager will complete sections 15 to 18 of the Agent Case Summary form and send this to the Appeals Allocation Duty who will then update the Appeals Database. A copy of the Case Summary should also be forwarded to the Appeals Policy owner (Colin Stretch) in order that any

improvement opportunities can be implemented at a national level if appropriate.

9. To act as the interface with Post Office Legal Services (POLS) in the event of an Employment Tribunal claim, promptly providing support as requested. The Appeals Allocation Duty should be notified if an appeal becomes the subject of a Tribunal claim.
10. An ongoing responsibility will be to action nominations for senior managers to be trained as Appeals Managers. (See section 2.2.1)

2.3.2 Responsibilities of the Allocations Duty within the POSC

1. To maintain the list of Appeals Managers on the National Appeals Panel, including details of scheduled availability.
2. To ensure that Appeals Manager's comply with the requirement to hear a minimum of four appeals per year.
3. When 2 is not met, to discuss with the individual and the Appeals Policy Owner to consider reallocation of time or possibly removal from the panel.
4. Ask the investigating officer if prosecution is actively considered. If this is the case 'fast track' the appeal. In these cases, if an Appeals Manager is not found within five working days, seek assistance from Appeals Policy Owner.
5. Once the Appeal is received, to confirm by telephone or e-mail allocation of the appeal with an Appeals Manager, ensuring that they are totally independent, that is with no connection to the area or the people involved in the appeal. Care should also be taken to minimise travel commitments, i.e. it is acceptable for Appeals Managers to hear appeals in the area adjacent to their own. The actual allocation will be by forwarding the case summary electronically, with a return receipt to guarantee delivery.
6. To notify the unit with the appeal, by completion and return of section 14 of the case summary, as to the name and location of the Appeals Manager, and the date of allocation.

7. To maintain the Appeals database and to provide a detailed summary to the Appeals Policy Owner every month.
8. To provide statistical information when required by the Policy Owner.
9. To highlight any issues to the Policy Owner.

2.3.3 Responsibilities of the Appeals Policy Owner

1. To maintain and update the appeals policy.
2. To respond to all queries regarding any aspect of the appeals policy.
3. To maintain and update the PO Ltd Appeals database.
4. Implement any improvement opportunities at a national level.
5. To act as Post Office Ltd's representative at meetings of Service Delivery Appeals Managers, which Parcelforce also attend. To pick up and progress any relevant issues.
6. To act as the administrative interface with POLS, communicating all relevant information to Appeals Managers and Appeals Allocation Duty via the Appeals Database.
7. To manage the self assessment process for Appeals Manager nominations and to initiate, when required, new Appeals Manager Training courses.
8. To act as communications interface with all Appeals Managers on the National panel to ensure they are kept up to date with pertinent information/legal developments.

3. Standards for Appeals Managers

As the title suggests, this section is to assist both Appeals Managers and HR Advisors in defining responsibilities, building upon training and experience and emphasising the support that exists within the process to assist with unfamiliar situations.

3.1 Responsibilities of Appeals Managers

1. To deal with a case as quickly as possible and within a time period of no more than **8 weeks** from the date of allocation. However, if there are exceptional circumstances or anything requiring extensive further investigation necessitating a longer period, the appellant must be notified of any delay, and the reason(s) for this delay, at the earliest opportunity. Appeals Managers must maintain professionalism at all times.
2. Ensure that all the relevant parties are kept informed as to your progress and likely timescale for you reaching a decision.
3. To take a fresh independent look at the appeal case.
4. To investigate pertinent matters of fact.
5. To ensure that the rights of the individual, who is making the appeal are observed. (These rights are outlined within the Post Office Ltd Conduct Code and in the Subpostmaster contract. Appeals Managers should ensure that they are fully conversant with these documents).
6. To ensure that as far as is possible any earlier procedural defects are corrected.
7. To ensure that the individual has been provided with all the necessary documentation pertinent to their case.
8. To come to honest and impartial judgements.
9. To fully document in a methodical, orderly manner, all investigations, interviews and your thought process in reaching conclusions. It is essential that a high level of documentation be maintained, as this will undergo rigorous examination at any Employment Tribunal hearing.
10. To provide feedback to Business Units to improve the professionalism with which serious conduct cases are handled.
11. To provide visible proof of the integrity and professionalism with which Post Office Ltd handles sensitive issues concerning its employees and agents, in line with our vision.
12. To act as a witness at any subsequent Employment Tribunal proceedings.

3.2 The Handling of an Appeal

Case papers will be audited by HR Advisors to ensure that professional standards are maintained.

Essential steps:

1. Appeals Manager receives the case papers from the HR Advisor / Contracts Manager for the Area in which the appeal has arisen.
2. Read all the papers carefully to ensure that:
 - They are complete.
 - There has been an adequate investigation.
 - There are no apparent procedural defects.
 - Note if the bundle is not in a satisfactory condition it should be returned to the appropriate manager to put in to order – papers should be ordered chronologically and be complete with an index.
3. Decide how to deal with any problem areas.
4. Deal sensitively with any approaches at the outset on behalf of the individual by their union representative.
5. Make arrangements with the appropriate manager for a date, time and location for the hearing. Also request assistance with note taking, if required.
6. Write to the individual inviting them to the appeal hearing and either enclose an explanation of the appeals procedure, or refer them to the Post Office Ltd Conduct Code/Attendance Guidelines/Managing Underperformance Guidelines/Subpostmaster's Contract, as appropriate. (See model letters in Appeals Guidelines)
7. Be sympathetic to any reasonable request for an adjournment to an alternative date.
8. Hold the appeal being sympathetic, but neutral, to the individual. Your job is to gather sufficient evidence to enable you to reach a reasoned decision. You should not attempt to defend the original decision, as you are taking a fresh and impartial look at the case.
9. Send the individual a copy of the notes of the interview and seek any comments that they might like to add.
10. Undertake all necessary investigations.

11. Ensure the individual has the opportunity to comment upon any new evidence that arises as a result of the further investigations.
12. Weigh all the evidence, record conclusions and make a reasoned decision on the balance of probabilities. **The thought process in reaching the decision should be fully documented.**
13. If the charge is found to be substantiated, examine the gravity of the misconduct and any mitigating evidence, document the logic and decide upon a reasonable penalty in line with the relevant code, or Subpostmaster's Contract.
14. An Appeals Manager can find the case against the individual proven, but disagree with the original penalty. For an employee under the Conduct Code your options are:

- ☐ Confirm the original penalty
- ☐ Reduce the original penalty
- ☐ Increase the original penalty

If however you increase a non-dismissal penalty to dismissal, then the individual will have a further right of appeal against this decision. In any other circumstances the decision of the Appeals Manager is final. There are no further internal processes to contest an appeal decision, though an employee can lodge a grievance if they feel that the Appeals Manager has failed to follow the correct Appeals process, as defined in Post Office Ltd Conduct Code. The individual may have external recourse to an Employment Tribunal, but that is an issue no one should get involved in, as it is a decision for the individual. We should not seek to encourage Tribunal claims.

For an agent the options are:

- ☐ Uphold the decision to terminate their contract
- ☐ Reinstate their contract

15. Notify the individual, their representative and the originating business unit of your decision. The individual needs to be given only brief reasons as to why you have reached your decision and there is no requirement to defend it to them.
16. Return all the papers, together with a full report of the appeal to the HR Advisor / Contracts Manager. The report should cover:
 - ☐ The approach taken.
 - ☐ Documented action prior to the appeal.
 - ☐ The notes of the appeal interview and any further comments made by the individual.
 - ☐ Details of subsequent investigations.
 - ☐ Conclusions reached and how.

- ❑ The decision.
- ❑ Copies of all correspondence.
- ❑ Any identified improvement opportunities/ learning points.

17. Be prepared to work with POLS if the individual makes a claim to an Employment Tribunal and to act as a witness at any subsequent legal hearing.

3.3 The Rights of the Individual

The PO Ltd Conduct Code, Attendance Guidelines and Managing Underperformance Guidelines and the Subpostmaster's Contract fully document the rights of the individual.

Appeals Managers are however reminded that there are *rules of natural justice*, which require that:

- ❑ The appellant should know the case against them. This means that the charge must be specific and the evidence against them made known to them.
- ❑ The appellant should have the chance to state their case.
- ❑ There must be no bias in the appeals proceedings.

4. Post Office Legal Services – Employment Law Division

As the name suggests, the Employment Law division of POLS exists to advise on all matters relating to employment law, e.g. Contracts, terms and conditions of service, redundancy, TUPE etc.

They are always available to assist with general enquiries relating to conduct matters, including appeals, but of course the first contact point for all line and Appeals Managers is PO Ltd's Employee Support Managers or Industrial Relations Team (Colin Stretch, Gerry Kennedy and Jane Smith-Bodden).

Legal services will handle all the aspects of an Employment Tribunal claim, working closely with all the relevant internal parties involved – dismissing manager, Appeals Manager and HR Advisor / Contracts Manager.

The Employment Law Division are based in Impact House, Croydon and are available on GRO.

5. Employment Tribunals

5.1 Purpose of Employment Tribunals

These were established to provide easy, quick access to justice for employees and to function in an informal manner, thus enabling the individual to present their own case in a non intimidating environment. Tribunals are still comparatively informal, although increasingly they are having to deal with more complex legal issues which necessitate greater formality.

Employment Tribunals deal with complaints of unfair dismissal, sex and race discrimination, dismissal on the grounds of disability and other employment matters.

Legal Aid is not currently available for tribunal proceedings. Costs are hardly ever awarded against the losing party. Under the Employment Tribunals (Constitution and rules of Procedure) Regulations 2001 (with effect from 16 July 2001), tribunals will be under a duty to consider an award of costs if proceedings are brought which have no reasonable prospect of success. Costs awards will also take into account the behaviour of a party's representative. The maximum award of costs is now £10,000.

As already stated tribunals are for dealing with disputes between employers and employees, workers or certain office holders, and hence do not apply to agents. Occasionally, however, a subpostmaster will lodge a tribunal claim on the contention that he/she is an employee or worker. There is now settled case law that subpostmasters are not employees or workers who work under a contract of service. In these instances, Legal Services or their external suppliers/agents will take the necessary steps to defend such claims.

5.2 Timescales

Under the Employee Relations Act, an employee can make a claim of unfair dismissal if they have a minimum of one year's service at the

date of dismissal. A claim to an Employment Tribunal should then be made within 3 months of the last day of service. (A Tribunal has discretion to extend this time limit.)

There is no minimum service criteria for a discrimination claim. Such claims must be lodged within 3 months of the act complained of (again subject to the Tribunal's discretion to extend the time limit) and Tribunals may accept in evidence, incidents which occurred *before* 3 months of the date of the claim.

5.3 Composition

There is a Chairperson who can deal with some claims sitting alone. Usually however, two other panel members, one of whom is nominated by an employer's organisation and the other by trade unions, will accompany them. The Chair is a lawyer to ensure legal processes are adhered to, the other members provide practical experience and judgement from both sides of industry.

5.4 Points in an Unfair Dismissal Claim

In order to bring an unfair dismissal claim, the applicant must be able to show that:

- a) he/she was employed by the Respondent, and for the necessary minimum qualifying period;
- b) that he/she was dismissed. (Not usually an issue, although it can be where an individual is claiming constructive dismissal.)

Once the fact of dismissal has been established, the employer must show:

- 1. what was the reason for the dismissal;
- 2. that it was one of the potentially fair reasons set out in s.98 Employment Rights Act 1996;
- 3. that the dismissal was fair in all of the circumstances.

5.5 Process

- 1. Dismissed employee submits a form ET(1) to the tribunal. This must be within 3 months of the last day of service.
- 2. Employer responds on form ET(3) within 21 days of receiving ET1 claim. This will be actioned by POLS (who must be provided with the ET1 claim and background papers as soon as possible).

3. ACAS will offer to conciliate.
4. Any interlocutory hearings take place, e.g. directions hearings, pre-hearing reviews where there appears to be no reasonable prospect of success for the claim.
5. The hearing is held. If the Applicant is successful, the Tribunal may deal with the issue of remedies at the full, merits hearing or else there may be a separate remedies hearing.

5.6 Remedies for an Unfair Dismissal Claim

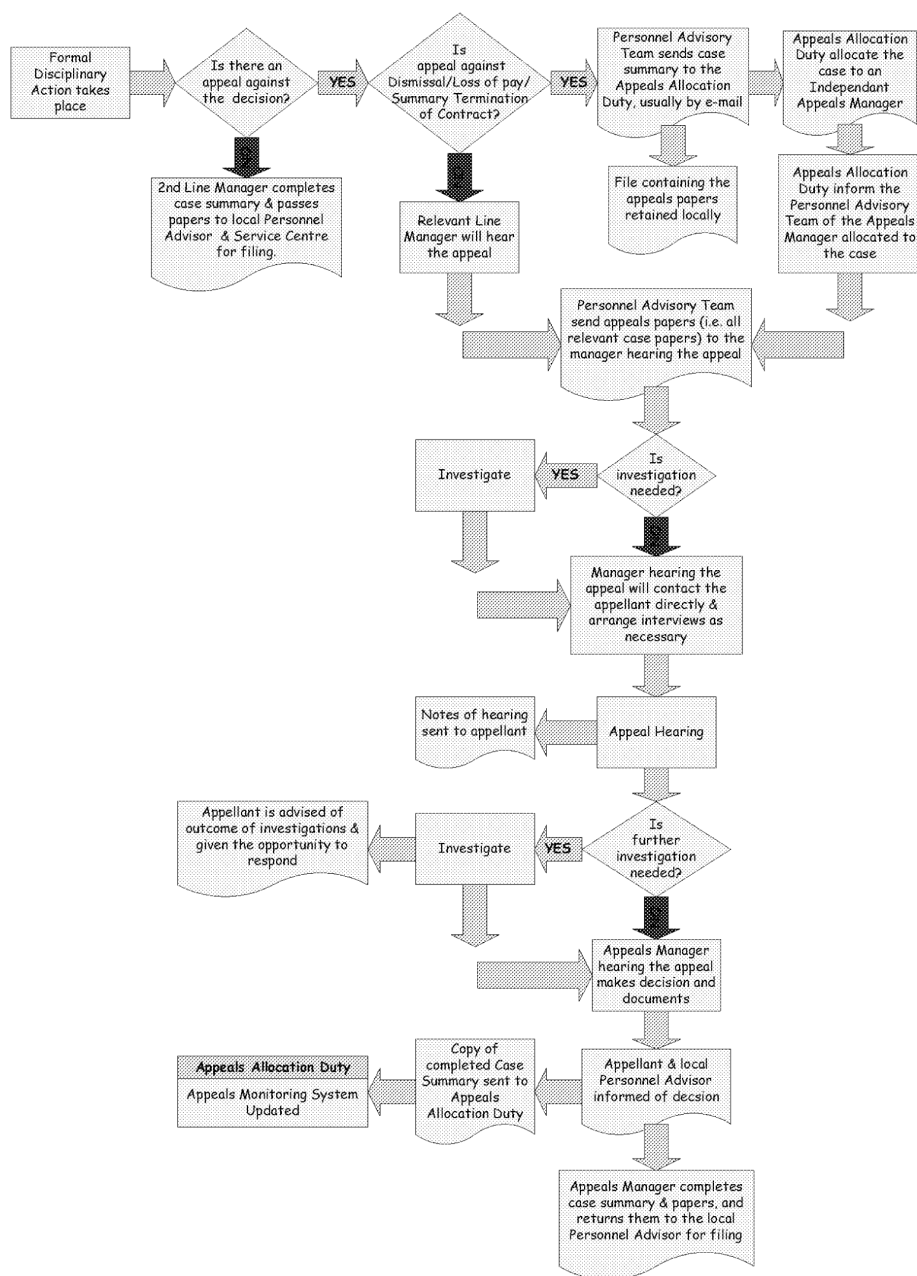
1. **Reinstatement** – The employee returns to the same job. All loss of earnings to be paid as though the individual was never dismissed less any interim earnings, state benefits received, etc. However, a tribunal cannot force an employer to reinstate an individual. If the employer refuses, then the tribunal may award additional compensation.
2. **Re-engagement** – Employee returns to a different job, possibility on different terms. Loss of earnings will probably be paid. As with reinstatement, there is no compulsion for an employer to re-engage an individual; again in the event of a refusal, additional compensation may be awarded.
3. **Compensation** – Under the Employee Relations Act the maximum compensation is now (from 1 February 2005) £56,800 for unfair dismissal, index linked. There is no ceiling on compensation amounts for discrimination claims. Compensation may be reduced if the employee has failed to follow the full internal procedures, e.g. not undertaken or completed the appeal process, and where it can be shown that although the dismissal was unfair, the employee was party to blame.

5.7 Appeals

An appeal can only be made on a point of law or, exceptionally, where a decision was perverse. Thus the right to appeal is very limited. The Employment Appeal Tribunal hears appeals. From there appeal lies to the Court of Appeal, the House of Lords and the European Court of Justice.

Appendix 6.1

Appeals Process Map



Appendix 6.2

EMPLOYEE CASE SUMMARY		
APPEAL AGAINST FORMAL DISCIPLINARY ACTION		
<i>FOR COMPLETION BY THE HR ADVISOR</i>		
1	Full Name of Employee	
2	Home Address	
	Postcode	
	Telephone (STD)	
3	Grade	
4	Official Address	
	Postcode	
	Telephone (Postline/STD)	
5	Brief Details of the Case Is this an appeal against a Formal Warning, a Final Warning with disciplinary action or Dismissal? Include details of investigation and whether this is linked to any other cases. Also state Last Day of Service date. Note: If the case involves discrimination, harassment, or any other 'significant' issue then the appropriate authority level MUST be contacted should the case reach the Employment Tribunal (ET) stage. The ET - Authority process should be referred to by the Appeals Manager for any case which reaches the ET stage. For further information on the ET process please contact Post Office Legal Services.	
6	Details & Date of Charge	
7	Specific Details of Action taken/ reasons for decision	
8	Date of Decision	

9	Name & Contact No. of Manager making decision (including Postline STD)	
10	Name & telephone contact of HR Advisor	
11	Date of submission to Appeals Allocation Duty - POSC	
12	Name and telephone contact of Investigating Officer (obtained from investigating notes)	

<i>FOR COMPLETION BY APPEALS ALLOCATION DUTY</i>		
13	Date received from HR Advisor	
14	Appeals Manager appointed – date/name/location	

<i>FOR COMPLETION BY HR ADVISOR</i>		
15	Date Case Completed (i.e. date of notification to appellant of outcome)	
16	Outcome	
17	Improvement Opportunities Identified	
18	Subsequent Action Taken	

Please ensure that all sections of this form are completed in full and returned to the Appeals Allocation Duty as soon as possible. A copy of this form should also be retained with the case papers and a copy sent to the Appeals Policy owner (Colin Stretch).

Appendix 6.3

AGENT CASE SUMMARY		
APPEAL AGAINST SUMMARY TERMINATION OF CONTRACT		
<i>FOR COMPLETION BY CONTRACTS MANAGER</i>		
1.	Full Name of Agent	
2.	Office Name & Address	
	Postcode	
	Telephone (STD)	
3	Private Address (If different from above)	
	Postcode	
	Telephone (Postline/STD)	
4.	Brief Details of the Case Note: If the case involves discrimination, harassment, or any other 'significant' issue then the appropriate authority level MUST be contacted should the case reach the Employment Tribunal (ET) stage. The ET - Authority process should be referred to by the Appeals Manager for any case which reaches the ET stage. For further information on the ET process please contact Post Office Legal Services.	
5.	Details of Specific charge	
6.	Date of suspension	
7.	Brief summary of reasons for making decision to terminate contract	
8.	Date of decision to terminate contract	
9.	Name & Contact No. of Retail Line Manager	
10.	Name & telephone contact of Contracts Manager	
11.	Date of submission to Appeals	

	Allocation Duty - POSC	
12.	Name and telephone contact of Investigation officer (obtained from investigation notes)	

<i>FOR COMPLETION BY APPEALS ALLOCATION DUTY</i>		
13.	Date received from Contract Manager	
14.	Appeals Manager appointed – date/name/location	

<i>FOR COMPLETION BY CONTRACTS MANAGER</i>		
15.	Date Case Completed (i.e. date of notification to appellant of outcome)	
16.	Outcome	
17.	Improvement Opportunities Identified	
18.	Subsequent Action Taken	

Please ensure that all sections of this form are completed in full and returned to the Appeals Allocation Duty as soon as possible. A copy of this form should also be retained with the case papers and a copy sent to the Appeals Policy Owner (Colin Stretch).

Appendix 6.4

CASE PAPERS SUMMARY SHEET	
NAME OF AGENT	
INDEX TO CASE PAPERS	
<i>Facing Sheet</i>	
Item 1	Process followed & dates action taken
Item 2	Auditor report
Item 3	RLM report on case for suspension
Item 4	Suspension letter – 4 Oct 2004
Item 5	Memo from RLM to POSIS – 8 Oct 2004
Item 6	POSI reports – 15 Oct 2004
Item 7	Memo from POSIS to RLM – information on investigation
Item 8	Formal interview letter – 8 Nov 2004
Item 9	Acknowledgement of requiring interview – 10 Nov 2004
Item 10	Interview arrangements – 19 Nov 2004
Item 11	Interview notes – 29 Nov 2004
Item 12	E-mail RLM – HoA decision to terminate – 29/30 Nov 2004
Item 13	Termination – 1 Dec 2004
Item 14	RLM conclusion
Item 15	Appeal Letter – 6 Dec 2004.
Item 16	RLM request to audit for further information

I confirm that I have checked all the papers and reports included in this file and all relevant documents have been included.

Name		Date	
Job Title		Phone No.	Std
			P/L