**Quick ‘Nine Hole’ Quiz**

1. Ann Callaway represented Great Britain in the 1984 Olympics in the women’s eight rowing team, but what is her other claim to fame?
2. Who won a gold medal in the 100 metres breaststroke at the 1980 Olympics in Moscow?
3. Only one British athlete won a medal in the track and field events in the 1976 Olympics. This was in the Men’s 10,000 metres. Who won this medal?
4. As a result of finishing fifth in the 1980 Winter Olympics figure skating competition, Jayne Torvill and Christopher Dean gave up their jobs in order to skate full-time. What were their previous jobs?
5. Linford Christie won a gold medal representing Great Britain in the 100 metres at the 1992 Olympics in Barcelona, but what country was he born in?
6. Who won the gold medal in the heptathlon in the 2000 Olympics?
7. What colour medal did Amir Khan win in the lightweight boxing tournament at the 2004 Olympics?
8. Who won a silver medal in the men’s javelin event at the 1996 Olympics in Atlanta?
9. Sean Kerly, Imran Sherwani and Ian Taylor were all members of Great Britain’s gold-medal winning team in the 1988 Olympics in Seoul. In which sport?

**Across**
1. Accumulation of unfinished tasks (7)
2. In a coarse, contemptible manner (8)
3. Part of the trachea containing vocal cords (6)
4. 8 chloride, a volatile solvent (9)
5. Geographical feature close to the town of Bushmills, Northern Ireland (6,8)
6. Student who studies excessively (4)
7. Manufactured in such a way as to be available for reuse (10)
8. Group of delegates; fee paid as a percentage (10)
9. Satisfaction, usually of little consequence (4)
10. Imperfection; responsibility (5)
11. Early mechanical version of what is now MIDI data (5,4)
12. Infection also called lockjaw (7)
13. Baked dish using layered pasta (7)

**Down**
1. Minor interruption, usually of little consequence (4)
2. Shaped like a cross (9)
3. Is great for pests (anag.) (2-6,7)
4. Competition based on imaginary teams, influenced by real events (7,8)
5. In a coarse, contemptible manner (8)
6. Derogatory name for American Indian woman (5)
7. Food ingredient from which hydrogen bonds are eliminated (11,3)
8. Be identical to (5)
9. Early mechanical version of what is now MIDI data (5,4)
10. Infection also called lockjaw (7)
11. Baked dish using layered pasta (7)

**Monster Sudoku**
Fill in the grid so that every row, every column and every 4x4 box contains the numbers 0 to 9 and the letters A to E.

**Sudoku**
Fill in the grid so that every row, every column and every 9 box shape contains the numbers 1 to 9.

**Puzzle Answers on page 60**
During your course of employment it may be the case that you are asked to attend the following types of meetings: Formal disciplinary meetings, Formal grievance hearings or Appeal meetings or it may be the case that you are asked to attend with them to the types of meetings detailed above as their 'companion'.

In this article we will discuss what happens during the disciplinary process.

In subsequent articles we describe what happens during grievance hearings. In the third and final article in the series, we describe the role of the companion who can accompany someone at a disciplinary or grievance hearing. A formal disciplinary meeting may be arranged if your employer feels that there are issues with:

• Your performance (how you do your job, how you fulfil your role, your capabilities in your role)
• Your conduct (how you behave at work, your attitude, compliance with instructions and procedures, how you treat other people at work including customers)
• Your timekeeping and your attendance

Informing you of the disciplinary meeting - your employer should provide you with a letter inviting you to attend a disciplinary meeting. This letter should let you know what the issues/‘allegations’ are, the date, time and location of the meeting. It will also let you know that the outcome of the meeting may be of a disciplinary nature and that you are entitled to be accompanied (the role of the companion will be covered in a future article). If you receive such a letter then you should prepare yourself for the meeting by thinking about what questions you may be asked, what happened, the incidents, concerns, issues that are going to be discussed.

It may be the case that an informal or investigatory meeting took place prior to you receiving the invite letter. If this is the case then the issues discussed with you at this informal meeting will probably be discussed with you again, in more depth.

It may be the case that you have been suspended off site on full pay. An employer will suspend a member of staff where the issues/allegations are of a serious nature. The suspension allows you time to think about the issues and allows your employer time to investigate issues further.

The meeting - you will be asked a series of questions at the disciplinary meeting and you should be given the opportunity to answer. You may be shown documentation or you may have been given documentation prior to the meeting that relates to the issues/concerns being discussed.

The decision - a decision should only take place when you have been asked questions and you are given the opportunity to respond. It may be the case that your employer has a break and then returns to the meeting having made a decision or your employer may wish to consider the issues overnight before making a decision.

If a formal warning is being issued to you then you should be given a letter stating the reasons for the warning, the level of warning, how long the warning lasts for, and you will have the right of appeal against the decision.

Appeal - if you have appealed a disciplinary decision then you will be invited by letter to discuss this in an appeal hearing. This letter should let you know the date, time and location of the meeting. It will also tell you are entitled to be accompanied.

The meeting - at an appeal meeting you will be asked to detail the specifics of why you are appealing. You will have written a letter prior to this, and your employer will want you to expand upon the information in your letter.

The decision - your employer will write to you with the decision/outcome of your appeal meeting.