

*environment*, the supervisor, in consultation with appropriate personnel officers, should assess whether the employee's problems stem from causes such as:

- a) dissatisfaction with salary, pay and/or benefits,
- b) lack of promotional opportunities,
- c) threats to job security,
- d) personality differences with colleagues,
- e) inconsistency of supervisory direction,
- f) tensions produced by inequality of workload distributions,
- g) boredom
- h) overwork, or
- i) other work difficulties of which the supervisor may be unaware.

3.6 Should disciplinary problems be traced to difficulties within the working environment itself, the supervisor/authorized manager may see fit, where feasible, to recommend appropriate measures to improve the environment for all employees.

3.7 Should disciplinary problems be traced to the employee's individual difficulties within the working environment, the supervisor/authorized manager may recommend the advisability of personnel welfare or career counselling.