

ation should be given to all pertinent factors, such as the seriousness of the offence, the employee's past record, and his length of service. A sound response to cases of misconduct can be made only after an evaluation of the total working situation, and, whenever necessary, after consultations with other supervisors, personnel advisers, and specialists in staff relations. Because mitigating circumstances may require variations in a supervisor's response to superficially similar infractions, every instance of an employee's failure to maintain reasonable, required standards of conduct should be assessed on its individual merits.

Consistency

A supervisor's or authorized manager's principal objective in responding to instances of misconduct is consistency of action. When disciplinary procedures are applied consistently, justly and constructively, to correct rather than punish, acceptable levels of performance are encouraged and employee morale is strengthened. And because supervisory leadership plays a vitally important role in determining the actions of employees, consistency of application is essential to safeguarding the integrity of management.

Importance of supervisor — Employee communication

Each supervisor and authorized manager has the responsibility of ensuring that he is aware of the total environment in which infractions are committed prior to taking disciplinary action. The employee should be afforded the opportunity, whenever possible, of explaining and defending his actions, and given every assurance that his explanation will be carefully considered. Furthermore, on the initiation of disciplinary action, the supervisor or authorized manager should explain to the employee why his actions constitute misconduct, why disciplinary action is warranted, the details of the disciplinary action, its corrective rather than punitive intent, and the probable consequences of future offences. In initial instances of breaches of conduct, informal discussions in which supervisor/authorized manager and employee discuss the wider causes and consequences of the breach of discipline and jointly agree to remedial action may be preferable to immediate formal sanctions. A supervisor/authorized manager who remains sensitive to problems in the working environment will be in a sound position to cope