

- the degree of wilful involvement, (i.e. was a rule violated deliberately, maliciously or through an oversight or lack of knowledge);
- contributing factors such as poor or inadequate instructions or a failure by other employees to carry out their portion of an assigned task, and;
- past practice in similar situations.

(b) Timeliness of Action

Prompt reaction to breaches of discipline, when accompanied by just penalties imposed by a judicious manager invites the support of employees and their representatives and encourages respect for the rules of conduct. A manager's response to misconduct should be as expeditious as possible. Delays in the application of discipline may lead to the employee's false impression that his behaviour has been condoned and/or overlooked. Delays in applying appropriate discipline tend to disassociate the employee's misconduct from the corrective action. Hence, the disciplinary penalty becomes difficult to justify. Therefore, it is a fundamental principle that disciplinary responses must be made quickly in the interest of fairness to the employee.

(c) Managerial Inaction

When misconduct occurs, a management response is required. If a management response is not forthcoming, the employee's conduct is condoned. This type of inaction has serious consequences to the overall organization. Firstly, it allows the employee to continue to deviate from organizational objectives. As a result, the organization must adapt to the individual employee's behaviour. Secondly, it rewards employees for their misconduct and penalizes those who adhere to organizational objectives. Thirdly, it creates a situation in which employees lose respect for the rules and standards established by management. Finally, it has the effect of lowering morale within the organization.

In order to avoid such a situation, managers must take responsibility for managing their resources and apply rules and standards in a fair and consistent manner.

(d) Recall and/or Reassignment

The Deputy Head has complete authority to recall or reassign employees based on management requirements. However, in disciplinary situations,