

- (e) Officers with the delegated authority may alter or rescind disciplinary penalties imposed by subordinate managers, after consultation with the manager concerned.
- (f) Where appropriate disciplinary action is beyond the authority of a manager, a disciplinary report and recommendation will be submitted to the officer with the appropriate authority.
- (g) Where immediate disciplinary action is required, which is beyond the authority of a manager, the responsible delegated officer may authorize the manager to sign the disciplinary notice on his behalf. Such notices will include a statement to the effect that the matter has been discussed and concurred with by the responsible delegated officer. In these situations, the manager should immediately prepare a full report for the responsible delegated officer who will review the penalty and either confirm, amend or revoke it. The responsible delegated officer will advise the employee of his decision by registered mail, telex, or personal delivery.
- (h) Before taking disciplinary action involving suspension or discharge, managers must seek the advice of the Staff Relations Division and, where appropriate, refer the matter to the Disciplinary Committee. (See Section 3(j).

5. DIRECTIVES AND GUIDELINES

General

(a) Consistency of Approach

- (i) Fairness requires that employees committing similar misconduct be treated substantially alike. However, absolute consistency is not always possible or desirable since the circumstances surrounding an act of misconduct may add to or lessen to its seriousness.
- (ii) There are a number of mitigating circumstances which should be considered by a manager when deciding on the appropriate disciplinary action to be taken. These include:
 - the employee's length of service, previous performance and relevant disciplinary record;
 - any provocation by other employee(s) or perhaps a supervisor;