

INTRODUCTION

Scope of this manual

The procedures outlined in this manual are intended to assist supervisors and authorized managers in carrying out disciplinary action. This introduction outlines the purpose of discipline and the principles to be followed in taking disciplinary action. Following sections provide definitions and interpretations of relevant concepts, define the authorities in disciplinary action, present the types of disciplinary sanctions and describe the procedure to be followed for each type.

Principles of disciplinary action

Standards of conduct

The criteria for defining rules of conduct are never easily identifiable. Rules governing conduct in the work situation may vary widely, even within one organization, because of operational necessities or as a result of situation of the individual. In the work situation, management has the responsibility of articulating norms of behaviour, and ensuring that standards are understood and maintained. Employees have the right to expect that these standards be fair, reasonable and attainable. Mutually comprehensible rules of conduct are essential elements in promoting the efficiency, productivity and morale of both management and staff.

The purpose of discipline

Disciplinary action, properly understood, is a considered and positive response on the part of management indicating to the employee concerned that his actions fail to meet acceptable standards while at the same time motivating and encouraging him to develop better attitudes and performance. Disciplinary action is a means to an end, namely, to restore or to improve the efficiency of the individual and the Department. "Punishment" is not the purpose. The