

in situations where employees perform duties in an isolated context (ie. posts abroad), it is often counter-productive to schedule suspensions in that a replacement for the employee is not readily available, thus requiring the suspension to be indefinitely deferred or a replacement brought to the location at great trouble and expense.

Similarly, the scheduling of suspensions for employees in many continuous shift operations usually involves costly overtime work in order to maintain operations.

In situations similar to those described above, financial penalties may be used as an alternative to suspension.

Prior to imposing any financial penalty, managers are required to consult and seek the advice of the Staff Relations Division.

(iv) Discharge

Discharge is the ultimate administrative sanction in the case of misconduct and should only be considered when all other disciplinary measures have failed or are considered inadequate. Discharge may be invoked for a single serious act of misconduct or after a series of infractions which eventually result in a culminating incident.

A culminating incident is an act of misconduct which taken by itself may not warrant discharge, but taken into consideration with a previous disciplinary record, would justify the termination of the employment relationship. This principle has been well established. In such circumstances, notices of all previous infractions must have been communicated to the employee in writing and placed on his appraisal file. Such infractions may or may not be related to the final incident.

7. Steps in the Disciplinary Process

(a) General

In any disciplinary process it is imperative that a fair and consistent approach be employed. It is the manager's responsibility to communicate the established rules of conduct and