

## Determining Disciplinary Requirements

Consider multiple factors when determining the appropriate step to start your progressive discipline. Several factors are involved in determining on what step you can start your progressive discipline. These factors are as follows, but not limited to:

### **Past record**

Is the unacceptable conduct and/or performance consistent or inconsistent with past conduct and/or performance of the employee?

### **Length of service**

How long has the employee been with the organization?

### **Intent**

Did the employee act with willfulness or intent, or was the unacceptable conduct and/or performance due to carelessness or inattention?

### **Frequency**

How many times has the unacceptable conduct and/or performance occurred?

### **Timeframe**

Has the unacceptable conduct and/or performance occurred frequently in a relatively short period of time?

### **Repetition**

Has a similar or the same unacceptable conduct and/or performance happened before? How long ago was the previous occurrence? Previous incidents may become less relevant to new discipline as time has passed and the unacceptable conduct and/or performance issues have not reoccurred.

### **Seriousness**

How serious is the unacceptable conduct and/or performance, and has it had a negative impact on the organization and/or other employees? In cases of very serious misconduct, termination of employment might be the most appropriate course of action even if the employee has a clean disciplinary record.

### **Treatment of others**

How have other employees been treated for the same or similar unacceptable conduct and/or performance? If the employee or other employees engaged in similar conduct in the past without discipline being imposed, then it may be difficult to justify discipline for the same conduct. In this case, the employee might have to be put on notice that the conduct is unacceptable, before more serious discipline can be imposed.

### **Provocation**

Was the employee provoked by the actions of another individual(s)?

### **Knowledge**

Was the employee aware that their conduct was unacceptable, or the level of performance expected of them?

### **Recognition of error and apology**

Has the employee admitted to the unacceptable conduct and/or performance and apologized or attempted to rectify the issue?

Review all facts gathered from questions above as they relate to the specific questions to help determine the level of disciplinary action required.