



**LRA**  
LIBERIA REVENUE AUTHORITY

# *Disciplinary* **GUIDE**

*A guide for administering  
discipline consistently, fairly  
and equitably to all staff*

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## .DEFINITIONS

1.	<b>Administrative Investigation</b>	An investigation launched by the Authority (PED) to find out facts or information about something, in order to learn more and or why it happened, who did it, etc.
2.	<b>Discipline</b>	Punishment or training intended to transform behavior and attitude, that corrects, molds or perfects the mental faculties or moral character of someone.
3.	<b>Disciplinary Action</b>	Any action which requires that rules or orders be obeyed.
4.	<b>Investigation</b>	A means by which one tries to find out the facts/information about something, in order to learn how it happened, who did it, etc.
5.	<b>Grave Misconduct</b>	Any action by staff that brings the LRA and or its staff into disrepute, abandonment of duty, dishonest conduct, repeated disregard for policies, Code of Conduct, etc.
6.	<b>Minor Misconduct</b>	Any action by staff which disregards the LRA's policies, Professional Ethics and Code of Conduct, Standard of Practice, lawful instruction given by a supervisor, etc.
7.	<b>Misconduct</b>	Wrong behavior; behavior or activity that is illegal or morally wrong and or behaves contrary to the rules, standards, and policies of an entity.
8.	<b>Supervisor</b>	Any staff who is in charge of an operational unit or other staff; he/she may or may not be the staff's direct supervisor.

## 1.0 INTRODUCTION

In keeping with human resource best practices, the Liberia Revenue Authority (LRA) has established rules, policies and standards to regulate and govern its staff conduct in the workplace. Also, for these rules to be effective, the LRA will apply the appropriate consequence once these rules are contravened. In support of the foregoing, a *Disciplinary Guide* has been developed. This Disciplinary Guide is an expansion of the LRA Human Resource Management Policy manual and guides the institution in dispensing discipline equitably and fairly using standard procedures and tools. It is also designed to inform staff of the standards of conduct expected of them as staff of LRA. It becomes effective upon the acceptance of employment in the LRA. As a result, staff are required to fulfill their job responsibilities in an ethical and professional manner to avoid being documented for unacceptable conduct. Notwithstanding, Supervisors are required to formally document unacceptable staff behavior so that corrective measures can be taken thereby enabling the staff reach his/her full potential.

To this end, the LRA has adopted a disciplinary system in which two (2) types of infractions shall be considered, 1.) Minor Misconduct, and 2.) Grave Misconduct.

Each type of infraction shall be handled separately and appropriately and according to the LRA's policies and the existing labor practices laws of Liberia.

Actions categorized as **Minor Misconduct** shall be managed in a "*Progressive Disciplinary*" manner. Progressive in application means that disciplinary action shall begin with mild disciplinary actions, then escalate to severe actions for repeated infractions; eventually leading to dismissal.

Actions categorized as **Grave Misconduct** may prompt a Professional Ethics Division (PED) administrative investigation and or lead to immediate dismissal if a clear cause can be established which makes it impossible to continue or to resume the necessary employment relationship of mutual trust and confidence between the staff and the LRA or the staff and other staff of the LRA<sup>1</sup>.

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<sup>1</sup> §14.3(a) Decent Work Act 2015

This Disciplinary Guide is established to enhance the transparency and facilitate the application of discipline in the LRA in a consistent and equitable manner. It also establishes the respect for staff's rights and gives staff the knowledge of what disciplinary action is associated with Grave and/or Minor misconduct.

This Guide does not cover all and every situation but provides a wide variety of disciplinary actions for everyday use. In the event any staff has questions about this Guide, he/she can seek clarity from the HR Division.

This Disciplinary Guide is based on the following principles:

1. Management has the right to take appropriate disciplinary action(s) against any staff who acts in a manner that contravenes the policies, rules and standards of the LRA;
2. A staff has the right to a fair hearing and equitable disciplinary action(s);
3. Disciplinary action will be applied impartially, serve as a deterrent for indiscipline and provide for corrective actions, facilitate behavior transformation, and or punishment if and where necessary;
4. A staff who is not satisfied with the disciplinary action (warning, or suspension) taken against him/her is entitled to follow the "Appeals" procedure.

## **2.0 PURPOSE**

This Disciplinary Guide will:

1. Encourage the achievement and maintenance of acceptable standards of conduct from the staff;
2. Support constructive labor relations in the LRA and promote mutual respect among staff and between staff and Supervisors;
3. Help guide Supervisors and staff handle minor and grave misconduct and discipline, thereby promoting acceptable behavior in the LRA;
4. Prevent Supervisors from taking arbitrary discriminatory actions against staff;
5. Provide staff and the LRA Administration with a fast and easy reference point for applying discipline; and

**6. Provide the means for staff:**

- a.** To have fair hearing in a formal or informal setting;  
To be informed of the allegation(s) of breach levied against them in a timely manner;
- b.** To receive written communication outlining any decisions taken against them; and
- c.** To be advised of their rights to appeal disciplinary decisions which he/she may consider unfair or not in accordance with the disciplinary standards.

### **3.0 SCOPE OF APPLICATION**

This Disciplinary Guide is applicable to all staff of the Authority including Presidential Appointees, regular employees, contract employees, interns, cadets and any other staff working at the Authority.

### **4.0 ROLE OF SUPERVISOR**

Supervisors, including Management are clothed with the responsibility of managing their staff performance and conduct in the workplace. In discharging this duty, they are also expected to use this Disciplinary Guide for guidance. Supervisors are expected to fully follow the Guide when documenting staff actions so that PED can investigate, where necessary, and/or the HR Division can take the appropriate action. HR best practices suggest that Supervisors and their staff should be in constant communication and that formal documentation, where applicable, should be initiated consistent with this Guide.

### **5.0 INVESTIGATION OF STAFF INFRACTIONS**

The PED is responsible for conducting all employee related investigations as it relates to staff infractions and misconduct. This type of investigation is called an “Administrative Investigation”. An Administrative Investigation can be initiated by anyone, not necessarily a Supervisor. This person is referred to as the “Complainant”. Also, the LRA Management can commence an Administrative Investigation with or without the request of a Complainant. Complainant(s) must complete the approved form, and forward to HR Division by email and or any other means readily available so that the investigation can be initiated.

When a PED Administrative Investigation is being initiated, the staff will receive a letter/memo from the HR Division informing him/her of the action and what his/her responsibilities are and next steps.

At the conclusion of the investigation, the PED will send report, after review and instruction of the CG, to the HR Division for appropriate action consistent with this Disciplinary Guide.

## **6.0 ISSUANCE OF DISCIPLINARY ACTION**

The HR Division is **solely** responsible for issuing disciplinary action to all staff. Supervisors or staff who have issue(s) with staff misconduct, whether minor or grave, must complete the proper documentation (e.g. approved Disciplinary Action Form, email, etc.) in order to initiate the investigation process or for the HR Division to act accordingly.

## **7.0 TYPES OF INFRACTIONS**

The LRA has classified infractions generally into two (2) categories. Each infraction shall be handled separately and appropriately in accordance with the LRA's policies and the existing labor laws of Liberia. They are:

1. Minor Misconduct
2. Grave Misconduct

### **7.1 MINOR MISCONDUCT**

Minor Misconduct is defined as any action by a staff that contravenes the LRA's Human Resource Management Policies (HRMP), Professional Ethics and Code of Conduct (PECC), Standard Operating Procedures (SOPs) and or lawful instructions given by or on behalf of a Supervisor. Some examples of these are continuous and unapproved absence from work, continuous lateness, etc.



In dealing with Minor Misconduct, the LRA will take a “Progressive Disciplinary” approach. Progressive in application means that disciplinary action shall begin with soft actions like oral warnings then escalate to severe actions like suspension for repeated infractions; which will eventually lead to dismissal if the problem persists. All disciplinary actions shall observe due process according to this Guide and shall be conducted as quickly as possible.

## **7.2 GRAVE MISCONDUCT**

Grave Misconduct is defined as any action by a staff that brings the LRA and or its staff members into disrepute, negligence of duty, actions related to dishonesty, theft, and or fraud, etc.

## **8.0 PROGRESSIVE DISCIPLINARY ACTIONS FOR MINOR MISCONDUCT**

Disciplinary actions for Minor Misconduct shall be applied progressively (from soft to severe actions) for repeated infractions. The chart of application as seen in *Appendix 1* provides a guide of how disciplinary actions falling in this category can be handled.

Supervisors must formally document the staff’s infraction(s) using the approved form, email and or any means readily available. Before any action can be taken by the HR Division, supporting documents/evidence must be available (e.g. PED report, Police report, trail of staff infraction/nonperformance, etc.).

### **8.1 STEP 1 – ORAL WARNING**

This is where a Supervisor calls his/her staff’s attention to or gives notice to the staff of a problem in the workplace. In such cases, the Supervisor must caution the staff of what repeated actions may lead to.

Oral Warnings may be documented using recap/confirmation emails or documented in the Supervisor’s notes. This is necessary to show a trail/evidence of documentation which will be requested by the HR Division or PED where applicable. Example: This is a recap of our conversation today (date) regarding (issue). We have agreed (remedy). Please note that repeat of said infraction will lead to (next level action.)



## **8.2 STEP 2 – WRITTEN WARNING**

In situations where sustained improvement is not achieved, or where the Oral Warning fails to yield the desired result(s), a Written Warning will be issued.

## **8.3 STEP 3 – FINAL WRITTEN WARNING**

Where no improvement has been achieved, even after a Written Warning has been issued, a Final Written Warning will be issued.

## **8.4 STEP 4: SUSPENSION**

When all previous progressive actions to this point have not produced improvements in the staff's behavior a suspension may be effected.

Suspension – a temporary leave from work without pay initiated by Administration as punishment for an infraction. Suspension may be up to thirty (30) working days without pay.

## **8.5 STEP 5: DISMISSAL**

The final step in the Progressive Disciplinary process is dismissal. This action will be taken when all other actions have failed to yield the desired improvement in the staff behavior.

Dismissal can be applied in two ways:

- a. Without Cause – A staff may be dismissed with notice if “no cause” is established for the dismissal. In this case, the staff shall be paid one month salary in lieu of notice plus any other benefits according to the HRMP, the terms of his employment and/or the law.
- b. With Cause – A staff may be dismissed without notice if he/she is being dismissed for “cause.” In this case, no salary in lieu of notice shall be paid, only accrued benefits (where applicable) shall be paid.

## **9.0 DISCIPLINARY ACTION FOR GRAVE MISCONDUCT**

Infraction(s) classified as Grave Misconduct must be investigated by PED. After PED submits the report to the HR Division, the appropriate action will be taken.

Supervisors must formally document the staff's infraction(s) using the approved form, email and or any means readily available. Before any action can be taken by the HR Division, supporting documents/evidence must be available (e.g. PED report, Police report, trail of staff infraction/nonperformance, etc.).

## **10.0 PRECAUTIONARY SUSPENSION OR TRANSFER**

The LRA may suspend or transfer a staff with full pay as a precautionary or disciplinary measure under the following conditions listed below. This action does not necessarily constitute a judgment on the staff but provides the flexibility for an administrative investigation to be conducted or for the continuation of a smooth working environment.

- a. To conduct workplace investigations and other work related matters;
- b. To remove the accused staff from the workplace so as not to jeopardize any investigation;
- c. To maintain the wellbeing or safety of persons on the LRA premises; or
- d. To reduce tension in the workplace for the continuation of a smooth working environment;
- e. To conduct intelligence; and/or
- f. To conduct background checks.

## **11.0 VALIDITY OR DURATION OF DISCIPLINARY ACTION RECORDS**

All records of Minor and Grave Misconduct shall have a validity of twelve (12) months where reference(s) may be made to them when documenting or pursuing further disciplinary action against a staff.

## **12.0 PED'S RESPONSIBILITY IN THE ADMINISTRATIVE INVESTIGATION**

PED has the following responsibilities when initiating an Administrative Investigation:

- a. Notify the HR Division to take appropriate action consistent with this Guide;
- b. Collaborate with all relevant departments/units to retrieve all LRA's properties including tools used on the job;
- c. Provide periodic updates on investigation to the Commissioner General, Administration, HR Division, Legal, and Head of Department for appropriate action i.e. payroll purposes, etc.;
- d. Submit report to the Commissioner General for review, endorsement and onward submission to DCGAA and HR Division.

## **13.0 HR DIVISION'S RESPONSIBILITY IN THE DISCIPLINARY PROCESS**

The HR Division has the following responsibilities:

- a. Formally issue disciplinary action to all staff;
- b. Serve the affected staff with a communication informing him/her of process of investigation and what should be expected;
- c. Communicate the findings along with disciplinary action to the staff as may be applicable in a timely manner;
- d. Ensure the terminated staff, where applicable, receives all benefits and entitlements in a timely manner, and in accordance with policy;
- e. Ensure the terminated staff's internet access is terminated; and
- f. Ensure a termination checklist is completed.

## **14.0 SUPERVISOR'S RESPONSIBILITY IN THE DISCIPLINARY PROCESS**

- a. Notify HR Division if there is any concern or issue with staff and seek advice on how to proceed;
- b. Send supporting documents and witnesses, if available and if/when requested.

## **15.0 APPEAL OF DISCIPLINARY ACTION**

A staff who feels that a disciplinary action is unfair or does not conform to this guide may appeal such action using the Appeal process. Such appeal must be made in writing according to Section 14, Grievance, Complaints & Appeals Policy of the HRM Policy Manual.

## **16.0 GUIDE FOR DISCIPLINARY ACTION(S) DETERMINATION**

To ensure consistency, transparency and fairness in the execution of disciplinary proceedings, a schedule of infractions and associated disciplinary actions are included in Appendix 1 & 2. This Guide is not an exhaustive listing of all infractions. It is only expected to assist in determining appropriate disciplinary actions in order to enhance fairness and transparency. Management reserves the right to apply a greater or lesser action if, in the assessment of the matter, dominant aggravating or mitigating circumstances are present.

Multiple infractions that violate more than one policy, law, rule, regulation or practice, normally will be grounds for more severe action than that indicated for a single infraction to include dismissal. Repeated infractions, whether directly or indirectly related, will be grounds for more severe action than indicated, including dismissal.

## Appendix 1 - SCHEDULE OF MINOR MISCONDUCT & ASSOCIATED DISCIPLINARY ACTIONS

(This list is not an exhaustive list. Other incidents may apply.) Where applicable, all investigations must be channeled to PED for an Administrative Investigation. Upon conclusion of the investigation, HR will take the appropriate action. Numbers indicated in matrix represent number of times disciplinary action will be dispensed before moving to the next level of action.

No.	Issues	Oral Warning	Written Warning	Final Written Warning	Suspension	Dismissal
1.	Report late for work without genuine excuse	Disciplinary Action in accordance with HRMP				
2.	Leaving work early without genuine excuse or permission	1	1	1	1	1
3.	Being idle or loitering at work	3	1	1	1	1
4.	Unauthorized absence from work for more than 10 consecutive days					1
5.	Absence from work for more than 20 days over a period of 6 months without good cause or explanation					1
6.	Being on the phone, painting nails, eating while serving taxpayers or generally ignoring the presence of the taxpayer(s)	2	1	1	1	1
7.	Failure to observe health and/or safety rules	3	1	1	1	1
8.	Failure to wear protective clothing, uniform, safety equipment or identity card	3	1	1	1	1
9.	Being rude, discourteous, impolite or disrespectful to fellow staffs or taxpayers		1	1	1	1
10.	Being under the influence of illicit drugs or alcohol during working Hours.		1	1	1	1
11.	Playing games, engaging on social websites (Facebook etc.), watching movies, etc. on the work computer during working hours	1	1	1	1	1
12.	Watching and engaging in pornography in the workplace				1	1
13.	Unauthorized access to or modification of computer systems, information or software				1	1

No.	Issues	Oral Warning	Written Warning	Final Written Warning	Suspension	Dismissal
14.	Failure to follow established channels or procedures (SOPs)		1	1	1	1
15.	Using official time for personal and/or monetary or other gain				1	1
16.	Declining unreasonably or failing to work overtime	2	1	1	1	1
17.	Act of Insubordination		1	1	1	1
18.	Assault or threat of Violence in the workplace		1	1	1	1
19.	Use of offensive and or abusive language in the workplace, jesting or loud boisterous talk which is disturbing to staff, taxpayers and others		1	1	1	1
20.	Indulging in rough and/or unruly behavior		1	1	1	1
21.	Malicious damage to and/or misuse of official property		1	1	1	1
22.	Issuing unauthorized press statements in the name of the LRA		1	1	1	1
23.	Disclosure of confidential information to un authorized people				1	1
24.	Causing road traffic accident while under the influence of alcohol, drugs, etc. with official vehicle				1	1
25.	Carrying unauthorized passengers in official vehicles	3	1	1	1	1
26.	Driving official vehicles without authority and or without valid driver's license		1	1	1	1
27.	Permitting unauthorized person(s) to drive official vehicle(s)				1	1
28.	Engaging in employment/business activities that establish conflict of interest (e.g. Accounting and or bookkeeping), tax return preparation etc.)			1	1	1
29.	Pawn any property of the Authority				1	1

No.	Issues	Oral Warning	Written Warning	Final Written Warning	Suspension	Dismissal
30.	Peddling and solicitation of goods and services in the LRA offices		1	1	1	1
31.	Indebtedness and/or illegal gambling (e.g. crediting goods and services/owing people)	1	1	1	1	1
32.	Repeatedly encouraging private visitation during work hours, whether in office or on telephone or through internet communication, etc.	3	1	1	1	1
33.	Intentionally delaying service to taxpayers (e.g. customs processing, etc.)			1	1	1
34.	Failure to correct poor hygiene issue (s)	3	1	1	1	1

**The LRA (through the HR Division) reserves the right to impose a stiffer disciplinary action if the situation or gravity of the infraction warrants such action.**



## Appendix 2 – SCHEDULE OF GRAVE MISCONDUCT & ASSOCIATED DISCIPLINARY ACTION

This list is not an exhaustive list. Other incidents may apply. All staff issues in the matrix below must be channeled to PED for an Administrative Investigation. Upon conclusion of the investigation, HR will take the appropriate action.

No.	Issues
1.	Sabotage the LRA's business/work through any means; such that the action results in damages and or financial loss to the institution
2.	Gross Insubordination
3.	Sexual or other harassment
4.	Soliciting (goods, funds, services, etc.) in the name of the LRA
5.	Negligence of Duty
6.	Gross Negligence of Duty resulting in loss of funds and or damage of property
7.	Theft
8.	Dishonest Conduct
9.	Misappropriation of Funds
10.	Defrauding or attempting to defraud the Authority
11.	Accepting or offering bribes in respect of any official business
12.	Unauthorized removal of property from official premises
13.	Removing, forging, altering or destroying official records (e.g. staff timesheet, assessment reports, etc.)
14.	Illegal importation or exportation of goods
15.	Abuse of Office to gain favor or benefit
16.	Giving false evidence or false information for official records (e.g. employment application, school documents, etc.)
17.	Convicted of a criminal offense
18.	Smuggling or abetting individuals intended to evade payment of lawful revenues
19.	Failure to account for revenue instruments
20.	Maintaining and issuing fake receipt and or maintaining two receipt books (one fake, one genuine)
21.	Issuing receipts with discrepancy i.e. cash received is different from amount on receipt
22.	Issuing fake tax clearance and or Taxpayer Identification Number (TIN)
23.	Maintaining non LRA staff in LRA offices to do any type of work on behalf of the LRA
24.	Carrying weapon of any kind or fire arm on LRA premises or in official vehicles without authorization

No	Issues
25.	The use, possession, sale, transfer, or storage of an illicit drug, drug paraphernalia by staff while in the course of employment on the LRA's premises, or in a LRA's vehicle
26.	Habitual practice of providing wrong customs assessments and/or valuations; false evaluations or compliance reports or failure to complete reports; not stating the exact or correct result of customs examination
27.	Tampering with electronic tax/customs system to change or alter information
28.	Conniving with taxpayers on tax audits and or inspections
29.	Rioting or inciting staff to disorder
30.	Sexual activity on the LRA's premises
31.	Maliciously divulging confidential or secret information concerning taxpayers, businesses, or the LRA to non-relevant parties or withholding such information from LRA's Authority
32.	Soliciting or accepting a reward, gratuity or gift in connection with the discharge of duties
33.	Making false and or misleading statements or producing false testimonials and qualifications to seek appointment or promotion
34.	Flagrant disregard for the safety and welfare of others which could or does result in injury or worse
	Give GOL funds/monies and financial instruments (checks, etc.) to other staff and or other individuals to process or deposit on behalf of oneself
<b>The LRA (through the HR Division) reserves the right to impose a stiffer disciplinary action if the situation or gravity of the infraction warrants such action.</b>	



## Appendix 3 - REQUEST FOR ADMINISTRATIVE INVESTIGATION

**Instructions:** Complete this form to request a staff's action(s), which may warrant an Administrative Investigation by PED. Fields marked with \* are required fields. Completed form must be submitted to the PED and a copy handed over to the HR Division for appropriate action and/or filing.

1. EMPLOYEE DETAILS			
*Last Name:	*First Name:	MI:	ID #:
Position:	Dept/Div:	Section:	
*Job Location:	Phone No.		
Supervisor Name	Title	Phone No.	
2. TYPE OF MISCONDUCT			
<input type="checkbox"/> *Minor Misconduct		<input type="checkbox"/> *Grave Misconduct	
<input type="checkbox"/> Supporting evidence available and attached			
3. *PROBLEM STATEMENT (Complainant): Please describe problem/issue that requires a disciplinary action.			
4. *COMPLAINANT'S ACKNOWLEDGEMENT			
I attest that the information provided herein is correct to the best of my knowledge.			
Name:	Signature	Date	

**4. EMPLOYEE'S STATEMENT: Employee may respond to problem statement if he/she wishes to.**


**4. \*EMPLOYEE'S ACKNOWLEDGEMENT**

I understand that a disciplinary action has been initiated against me. I am aware that when processed by the HR Division it will form a permanent part of my personnel file. I also understand I have the right to appeal this decision by filing a written compliant (see Section 14 – HR Handbook) if so desire.

<b>Name:</b>	<b>Signature</b>	<b>Date</b>
<b>HR DIVISION ONLY</b>		
<b>Copy Received By:</b>	<b>Signature:</b>	<b>Date:</b>



## Appendix 4 - DISCIPLINARY ACTION FORM

**Instructions:** Only HR Staff must complete this form to formally document a staff's disciplinary action. Fields marked with \* are required fields. Original signed copy must be placed in staff's personnel file and copy given to staff.

1. EMPLOYEE DETAILS			
*Last Name:	*First Name:	MI:	ID #:
*Position:	*Dept/Div:	Section:	
*Job Location:	Phone No.		
*Employment Status: <input type="checkbox"/> Appointee <input type="checkbox"/> Regular Employee <input type="checkbox"/> Contract Employee <input type="checkbox"/> Intern <input type="checkbox"/> Cadet <input type="checkbox"/> Other			
Supervisor Name	Title	Phone No.	
2. *TYPE OF MISCONDUCT (As reported on Request for Administrative Investigation Form)			
<input type="checkbox"/> Minor Misconduct	<input type="checkbox"/> Grave Misconduct	<input type="checkbox"/> Supporting evidence attached	
3. *PREVIOUS DISCIPLINARY ACTION(S): List all previous and valid disciplinary action(s) on file. Reference may only be made to those within a 12 month period.			
Type	Brief Detail	Date	Initiated by Whom
1.			
2.			
3.			
4. *DECISION( Should include PED report findings where applicable):			

<b>5. *EMPLOYEE'S ACKNOWLEDGEMENT</b>			
I have received and read this disciplinary action. I have been informed that a copy of this notice will be placed in my personnel file in the HR Division. I also understand I have the right to appeal this decision by filing a written complaint (see Section 14 – HR Handbook).			
Employee Name:		Signature:	Date:
<b>6. *HR DIVISION ONLY</b>			
Prepared By:		Signature:	Date:
<b>7. *TYPE OF DISCIPLINARY ACTION ISSUED</b>			
<input type="checkbox"/> MINOR MISCONDUCT	<input type="checkbox"/> Step 1 – Oral Warning	<input type="checkbox"/> Step 2 – Written Warning	<input type="checkbox"/> Step 3 – Final Written Warning
Step 4 - <input type="checkbox"/> or <input type="checkbox"/> Suspension w/o pay - # of days _____ (max 30 days)			<input type="checkbox"/> Step 5 - Dismissal
<input type="checkbox"/> GRAVE MISCONDUCT		<input type="checkbox"/> Suspension w/o pay - # of days ____ (max 30 days)	<input type="checkbox"/> Dismissal
Comment(s)			
Head of HRD:		Signature:	Date:

## ACKNOWLEDGEMENT OF RECEIPT OF DISCIPLINARY GUIDE

I acknowledge that I have received, read, and understood the guidelines outlined in this Disciplinary Guide.

I am aware that this document is a guide to the disciplinary actions associated with Minor and Grave Misconduct and must be used concomitantly with other internal policy documents, including the Professional Ethics and Code of Conduct, the HRMP, Standard Operating Procedures, etc. and if I need further clarification, I will consult with the HR Division.

I understand that the LRA has the right to amend or modify the Disciplinary Guide with or without notice.

I understand that future changes in policies and procedure will supersede or eliminate those found in this Guide, and Staff will be notified of such changes as promptly as possible through normal communication channels.

I understand and agree that the information contained in this manual does not constitute an employment contract between the LRA and me.

Employee Name (Please Print)			Employee Signature	Date
First	MI	Last		DD-MM-YYYY



