

DOUGLAS FACTORS

Factors to be considered in determining the appropriateness of any disciplinary penalty:

- **Nature and seriousness of the offense.**
- **The employee's job level and type of employment.**
- **The effect of the offense upon the employee's ability to perform this job and on his supervisor's confidence in that ability.**
- **Consistency with penalties imposed on other employees for the same or similar offenses.**
- **Consistency of the penalty with any applicable agency table of penalties.**
- **The notoriety of the offense or its impact upon the agency's reputation.**
- **The clarity with which the employee was on notice of any rules that were violated, or if he had been warned.**
- **Potential for the employee's rehabilitation.**
- **Mitigating circumstances surrounding of the offense.**
- **The adequacy of effectiveness of alternative sanctions to deter such conduct in the future by the employee or others.**