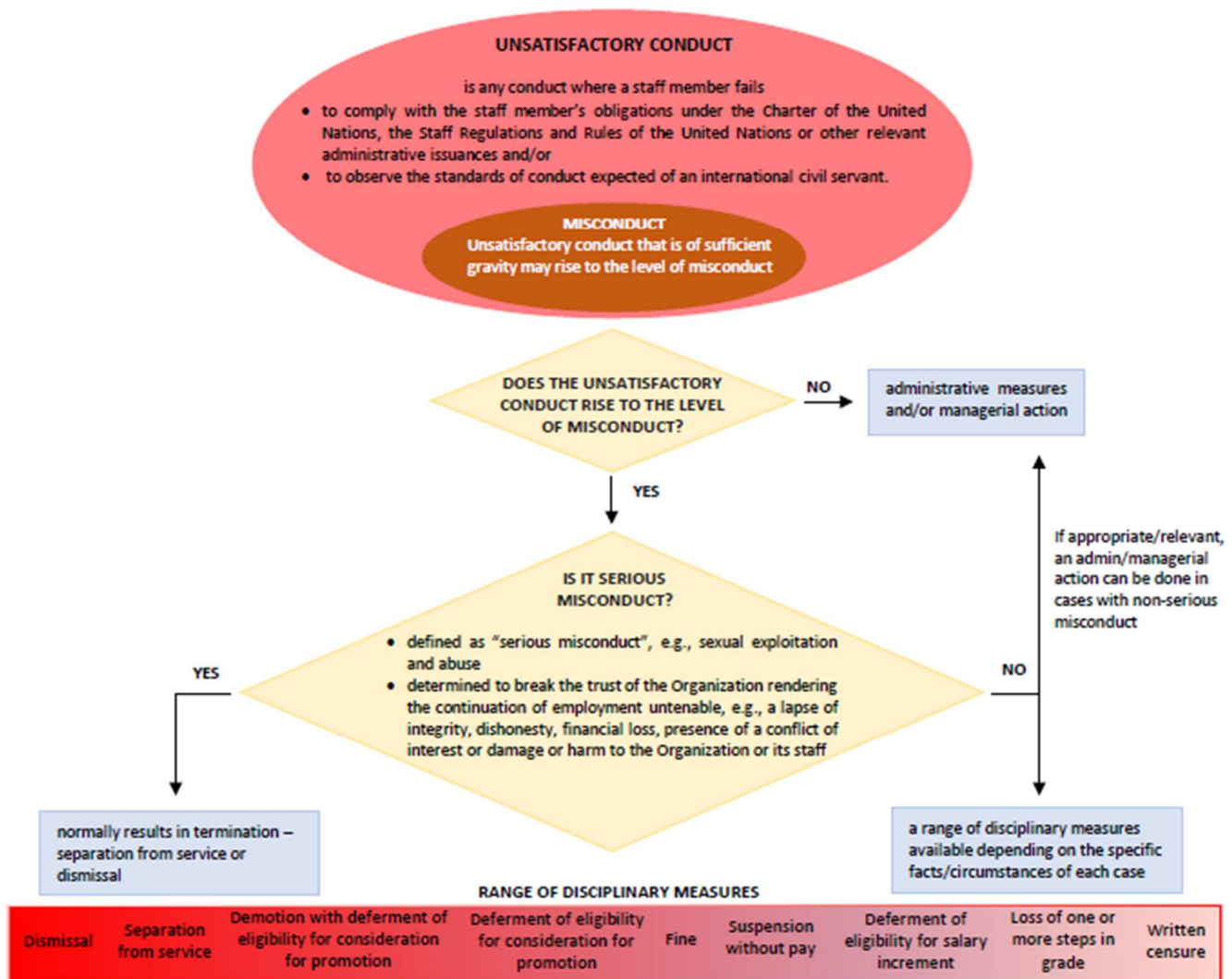




Determination of misconduct and assessment of proportionality



PROPORTIONALITY ASSESSMENT

NOTE: the below listed factors are examples only; they are not exhaustive or exclusive. Final determination of disciplinary measure(s) depends on balancing all applicable factors based on careful considerations of the evidence of misconduct and purpose of staff discipline.

MITIGATING FACTORS:

- subject staff member's long service, including in hardship duty stations
- subject staff member's personal situation relevant to conduct at issue
- early admission, sincere remorse and/or apology
- operational difficulty relevant to conduct at issue or a lack of proper oversight or support to subject staff member
- subject staff member's voluntary rectification or compensation for harm caused by conduct at issue
- lack of private gain by subject staff member
- junior level or limited capacity of subject staff member relevant to conduct at issue.
- Any systemic failure not attributable to subject staff member

AGGRAVATING FACTORS:

- power differential or seniority of subject staff member
- vulnerability and scope of victims subject to conduct at issue
- existence of prior warning or explicit instruction
- operational or reputational harm to the Organization
- multiple victims subject to conduct at issue
- retaliatory nature of conduct at issue
- compound misconduct
- repeated misconduct
- significant financial loss to the Organization
- willful disregard to rules or instructions
- deliberate or manipulative nature of conduct
- attempted or actual concealment or hampering of evidence
- private gain by subject staff member resulting from conduct at issue
- involving other staff members, including subordinates, in conduct