

 Winnipeg Regional Health Authority / Office régional de la santé de Winnipeg

## PROGRESSIVE DISCIPLINE

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## INTRODUCTIONS

- Name
- Position
- Management Experience
- Expectations



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## ADMINISTRATIVE ITEMS

- Agenda
- Break
- 'Parking Lot'
- Participation
- Discussion
- Confidentiality
- Technology
- Fun!



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## Overview

- Purpose of Discipline
- Avoiding the Need for Discipline
- Principles of Effective Discipline
- Fair Investigation
- Documentation
- The Progressive Discipline Model
- The Role of PIPs

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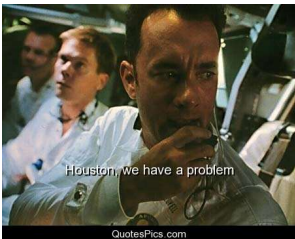
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## Purpose of Discipline



Houston, we have a problem  
QuotesPics.com

See Participant Manual – Introduction on page 1

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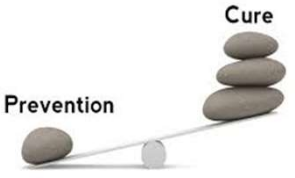
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## Avoiding the Need for Discipline



Prevention                      Cure

See Participant Manual – Avoiding the Need for Discipline; page 2

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### Avoiding the Need for Discipline



As a supervisor/manager, how can you efficiently communicate performance expectations to your employees to help avoid the need for disciplinary methods including progressive discipline to correct inappropriate performance? Consider what tools are available to you.

See Participant Manual – Exercise; page 3



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### Principles of Effective Discipline



See Participant Manual – Principles of Effective Discipline, page 4



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### 7 Principles of Effective Discipline

1. Your Goal Is Retention, Not Termination
2. Discipline Should Be Proportionate
3. Have the Facts at Your Fingertips
4. Listen to Your Employees
5. Collaboration Is the Key to Success
6. Be Flexible Within a Consistent Framework
7. Some Employment Relationships Don't Work Out

<https://www.nolo.com/legal-encyclopedia/seven-principles-effective-progressive-discipline.html>



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### Mitigating Factors



Everyone you work with is a person, not a piece in the hierarchy

See Participant Manual – Mitigating Factors, page 5 (top of page)

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### TIME FOR A BREAK



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Raise your hand and leave it up when you return from break

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### Fair Investigation



Don't get mad, get curious

See Participant Manual – Fair Investigation, pages 5-9

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### Delivering Progressive Discipline

Once you have:

- investigated
- consulted
- determined appropriate progressive discipline

You must meet to inform the employee of the level of progressive discipline being applied, and **how you will support** that employee in changing their behaviour going forward.

See Participant Manual – Documentation, page 10 bottom



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### Progressive Discipline Model

#### Pre-Disciplinary - Non Disciplinary, sets solid foundation

Coaching (manager notes, coaching documents)

- Letter of Direction (formal document addressed to employee included in employee file)

#### Disciplinary – all formally documented to employee and included in employee file

- Verbal
- Written
- Unpaid Suspension
  - 1 Day
  - 3 Day
  - 5 Day
- Termination

See Participant Manual – Documentation, pages 11-13



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### Pre-Disciplinary

Sets solid foundation, Is non-disciplinary, Coaching

#### Letter of Direction

#### Performance Improvement Plan (PIP)



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### Case Studies

- We have broken you up into three groups
- Each group will be given 10 minutes to chat through the case
- The facilitator will record the information the group wishes
- Rest of the groups will have an opportunity to add to the list

See Participant Manual – Documentation, pages 14-15



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### Case Study 1 Page 14



**What advice do you have for Jane?**

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### Case Study 2 Page 15 top of page



**What would you do?**

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### Case Study 3

Page 15 bottom of page



**What would you do?**

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### Discipline – An Opportunity to Improve

- Appropriately applying progressive discipline, gives the employee an opportunity to improve
- If the employer is aware of an issue without taking action in a reasonable time period, the employer is seen as condoning the behaviour

See Participant Manual – Documentation, page 16

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### Additional Development Opportunities & Resources

- WRHA Education Portal
- Learning Management System (LMS)
- Employee Engagement Toolkit
- Leadership Development Resource Guide
- Leaders Learning HUB

See Participant Manual – Documentation, page 17

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