



Winnipeg Regional Health Authority Office régional de la santé de Winnipeg

PROGRESSIVE DISCIPLINE

INTRODUCTIONS

- **Name**
- **Position**
- **Management Experience**
- **Expectations**



ADMINISTRATIVE ITEMS

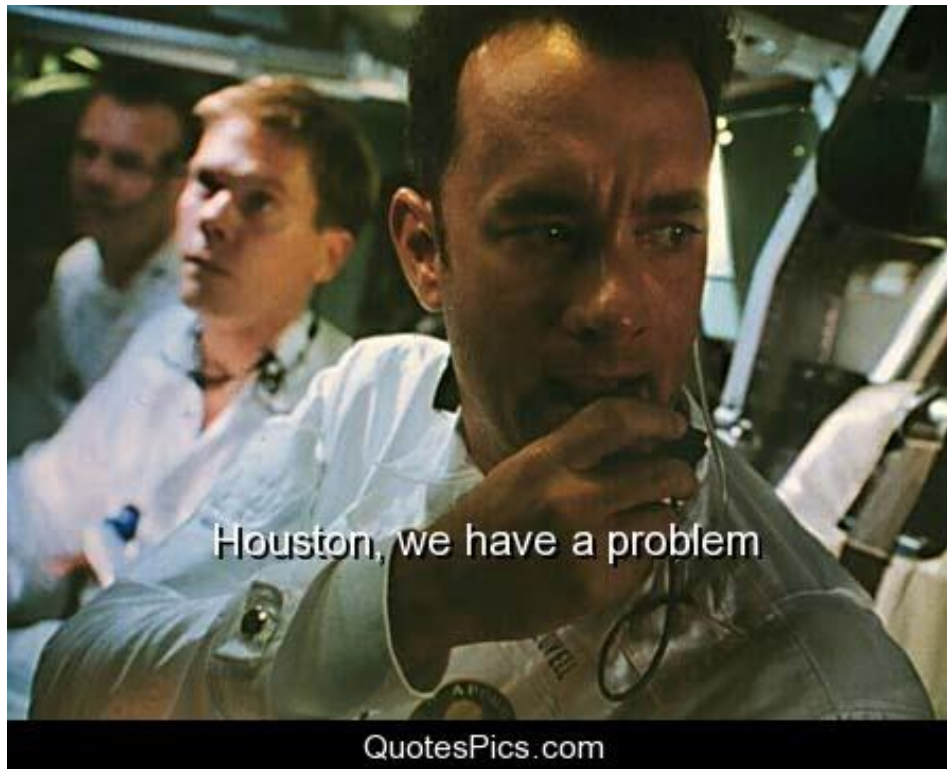
- **Agenda**
- **Break**
- **‘Parking Lot’**
- **Participation**
- **Discussion**
- **Confidentiality**
- **Technology**
- **Fun!**



Overview

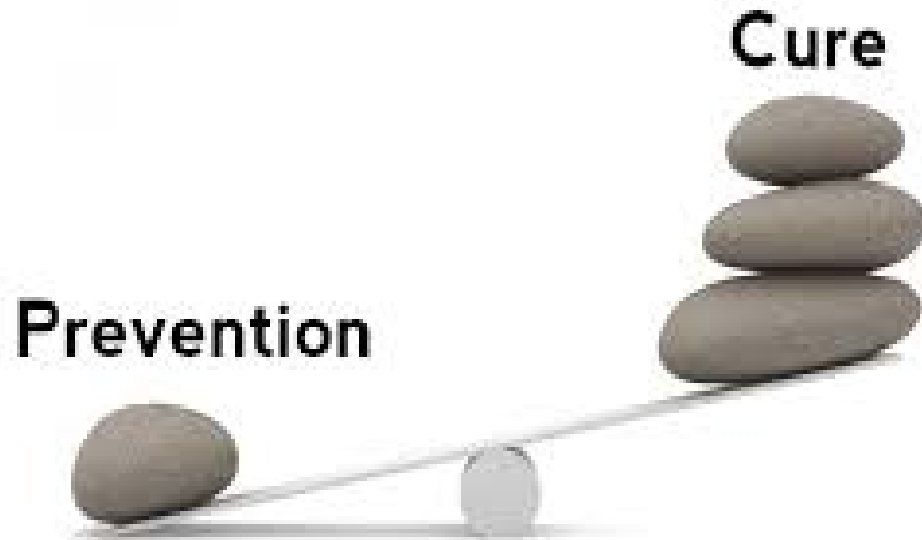
- Purpose of Discipline
- Avoiding the Need for Discipline
- Principles of Effective Discipline
- Fair Investigation
- Documentation
- The Progressive Discipline Model
- The Role of PIPs

Purpose of Discipline



See Participant Manual – Introduction on page 1

Avoiding the Need for Discipline



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

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

Principles of Effective Discipline



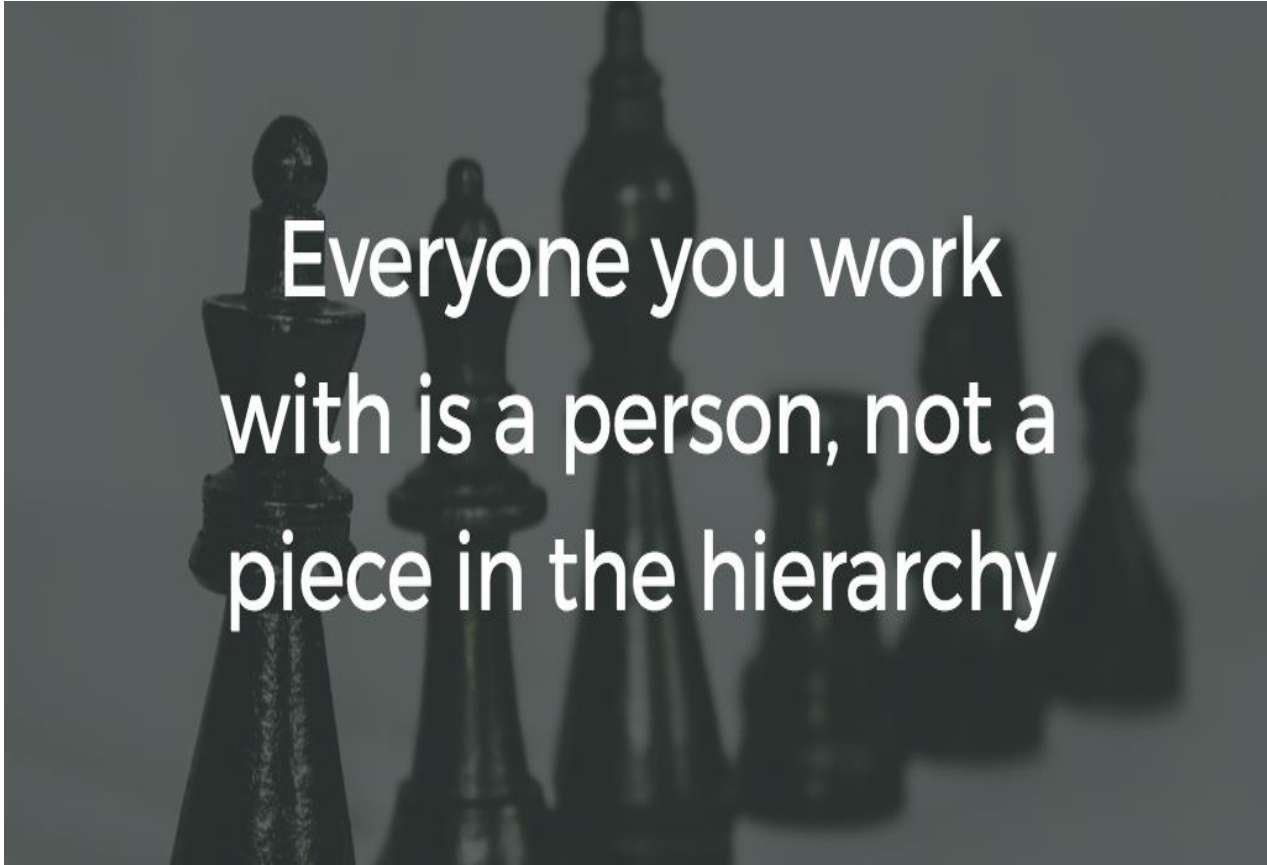
See Participant Manual – Principles of Effective Discipline, page 4

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>

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)



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

Fair Investigation



See Participant Manual – Fair Investigation, pages 5-9

Fair Investigation – Equity vs Equality

EQUALITY VERSUS EQUITY



In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.



In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.



In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

A picture illustrating the concepts of equality, equity and justice. Courtesy of *Courtesy Advancing Equity and Inclusion: A Guide for Municipalities*, by City for All Women Initiative (CAWI), Ottawa

Equality versus Equity comparison chart

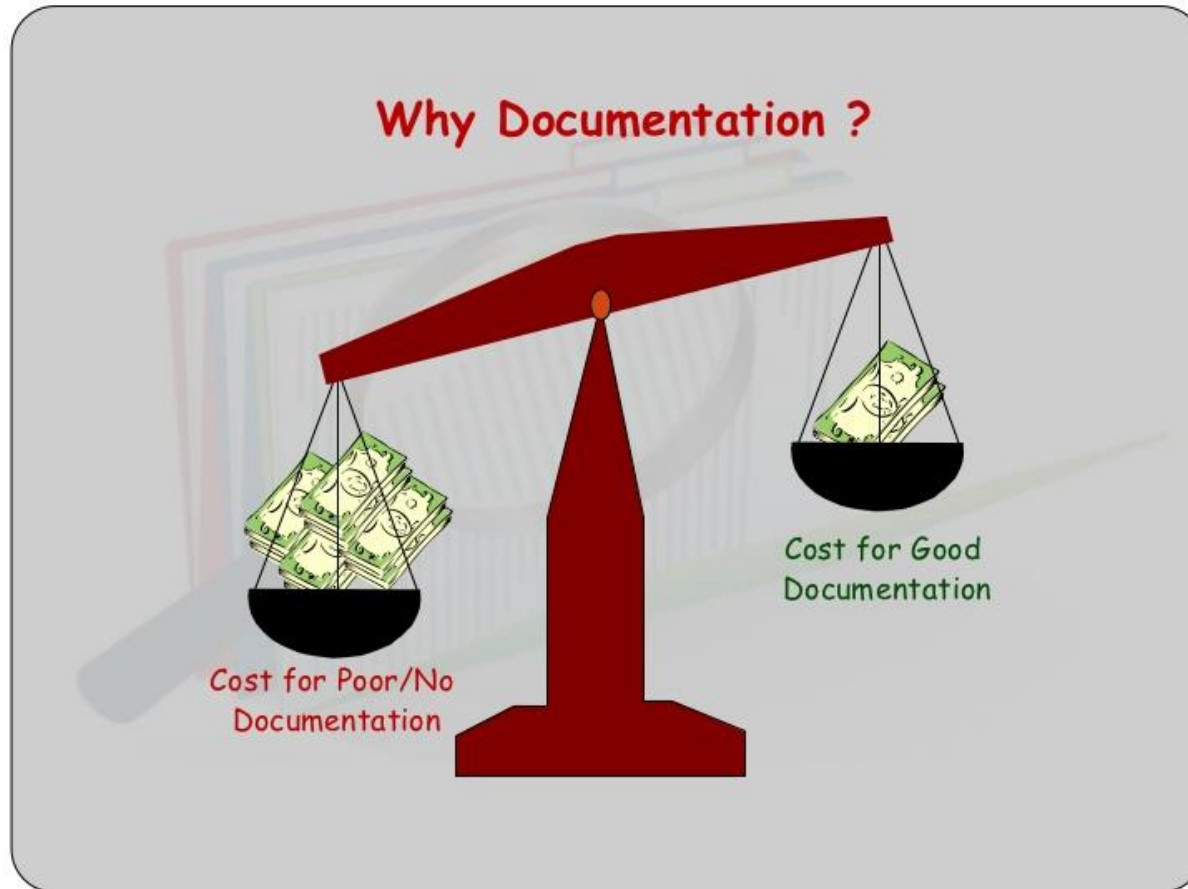
	Equality	Equity
Meaning	Equality is the effect of treating each as without difference; each individual is considered without the counting of their measurable attributes; treated as the same of those with differing attributes	Equity refers to fairness and equality in outcomes, not just in supports and opportunity

<https://www.difflen.com/difference/Equality-vs-Equity>

Fair Investigation – Investigative Meetings

- Arranging the meeting
- Prepare for the meeting
- Conducting investigative meetings
- Concluding the meeting
- After the meeting

Documentation



See Participant Manual – Documentation, page 10

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

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

Pre-Disciplinary

Sets solid foundation, Is non-disciplinary, Coaching

Letter of Direction

Performance Improvement Plan (PIP)



600 Main Street
Winnipeg, Manitoba
R3B 1E2 CANADA
TEL: 204 936-7000
FAX: 204 936-7007
www.wrha.mb.ca

Hand Delivered

September 25, 2017

Missy Conduct
HomeAddress
Winnipeg, MB, R0S7A1

Dear Missy:

Re: Letter of Direction and Performance Improvement Plan

This letter is to confirm our discussion on September 25, 2017 which was also attended by Sally Smiley - Human Resources, and Rosie Miller - Union, and provide you with a summary of the corrective actions we require of you in order for you to fulfill the requirements of your position.

This letter of direction is not disciplinary. It is being provided to clarify what performance is expected of you now and in the future. A copy of this letter will be saved in your personnel file.

As discussed today, the attached Performance Improvement Plan summarizes the identified performance issues, what performance is expected, and the actions you are required to take to improve your performance.

We will meet again in the last week of October to discuss your work performance and I invite you to meet with me as needed before then to discuss any issues or concerns you may have as you work towards improving your attendance and customer service skills through taking the defined actions.

Missy, you are a valuable member of the Sample team. You have a lot of knowledge and we appreciate your dedication, passion and engagement. I have great confidence that by taking the identified actions you will improve your performance and continue to successfully grow in your current role and in your career. I look forward to supporting you in improving your communication, teambuilding, and customer services skills.

As always, please come and see me if you have questions or concerns.

Yours truly,

Rolla Modella
Manager

DH/bw

Cc: Sally Smiley, Human Resources
Rosie Miller, Union

our Goals
Based on the performance conversation(s) you had with your managers and in relation to our organizational goals, what are your improvement opportunities for the upcoming review period?

issy Conduct Techno Helper Team Manager
employee Name & Job Title

ella Modella Director, Manitoba eHealth
manager Name & Job Title

Goal 1: Effective delegation and oversight

current behaviour:

- Described by coworkers as micro-managing in that you have stood over those to whom you have assigned work and watched them perform the task, required lengthy daily status updates of tasks that could otherwise be assigned and reviewed shortly before they are done, asked team members to report when they are going and when they will return from the bathroom. They have found this to be intimidating, nerve-wracking and behaviour that influences their performance negatively.
- Described as excessively controlling the time and schedules of team members including not allowing them to communicate or meet with others without prior permission from you, not allowing them to leave the workplace upon completion of their work and requiring that they wait for you while you review the work, and requesting work by deadlines which you ignore.
- Described as directing team members in detail on tasks with which they have experience, and demanding team members present solutions to you for issues where they have no experience.

actions:

- Provide clear written directions when assigning tasks
- Identify when tasks are due for your review
- Allow the employee independent time and space to work on tasks, and the opportunity to set their own work schedule within the work priorities and deadlines of the work assignments
- Plan and schedule time for adjustments and needed corrections
- Remain available for and welcoming of questions
- Perform quality reviews to set standards rather than your personal standards

**Milestones/
Timeline:**
To be reviewed
in one month

resources:

- Refer to your job description, the documented deliverables for each project, feedback from your manager for guidance on standards, to MS Outlook Scheduler to review your available time and that of your team, use SurveyMonkey to collect feedback on your ability to support your project team from project team members.
- Research and identify educational opportunities to increase your knowledge of effective management, coaching, supervision and delegation (such as courses, books, seminars, volunteer opportunities).

performance indicators:

- Improvements in the feedback from team members on your behaviour when you are involved in working with them and/or communicating work assignments to them.
- Measure and survey feedback from project team members on your ability to provide regular communication, openness to questions, that you allow independent time and space for staff to work, and that you provide clear information on the set standards of performance rather than your own personal standards.
- Direct observations by your manager and the management team of your behaviour in working with the teams that you provide clear information on the set standards of performance rather than your

Goal 2: Effective communication, especially improving listening, reflection, and succinct communication including effective meeting management, and language choice

Current behaviour:

- Described by coworkers as not allow their input in conversation, you do not listen and confirm an effective understanding of what they have said and meant to communicate.
- Described by team members as shouting, arguing, and talking over clients and co-workers.
- Described by your customers as providing excessive detail, as "rambling and confusing" and as "compelled to keep talking" but without a clear purpose rather than assessing what is relevant to be able to provide clear and consistent messages.
- Described by customers as not responding to their requests for needed decisions/feedback.
- Described by customers and coworkers as not sharing information about work inclusion/exclusion, and calling meetings without objectives or an agenda.
- Described by coworkers, clients and members of the management team as calling people "honey" in a way that is condescending.

Actions:

- Develop and consistently apply effective active listening skills
- Develop and consistently analyze your various stakeholders'/ audiences' needs in providing clear messages that are assist and meaningful, and select effective ways to communicate those messages considering the need for appropriate repetition and richness of selected media

Milestones/TimeLine:

Resources:

- Use the tools available to you to ensure effective written communication such as the grammar, spelling and style checking tools in MS Word.
- Research and identify educational opportunities to increase your knowledge of effective communication (such as courses, books, seminars, volunteer opportunities)
- Consider support through your available benefits including the Employee Assistance Program (204-780-8900)

Performance Indicators:

- Feedback from your coworkers that you are demonstrating effective communication skills including active listening, confirming understanding, and focus of message
- Results of client satisfaction reviews
- Direct observations by your manager and the management team of your communication behaviour as outlined above.
- The absence of name-calling and the use of condescending tone and language (such as "honey").

Employee Signature _____ Date _____

Manager Signature _____ Date _____



Disciplinary

- All Discipline is formally documented
- Levels of discipline
 - Verbal Warning
 - Written Warning
 - Unpaid Suspension
 - 1 day
 - 3 day
 - 5 day
 - Termination

Employee ID: 123456789

Missy Conduct
Techno Team Member

Dear Missy:

Written Warning – Events of August 21, 2017

The intention of this letter is to serve as a written confirmation of our discussion and make note to your personnel file of a written warning issued to you on September 25, 2017 resulting from the Respectful Workplace investigation conducted on the incident on August 21, 2017. In the investigation, we identified that you have breached our Respectful Workplace Policy by yelling at your supervisor, which witnesses perceived as aggressive, intimidating, and threatening.

As part of our investigation, we identified additional performance issues. These are listed below along with the expectations for your improved performance and the plan of action and support(s) we will provide you so that you can demonstrate expected performance and behaviours in the future.

This was discussed during our meeting, also attended by Humana Resourczinski, the Human Resources Consultant for the Techno Team and Renara Sensitive, the shop steward of Health Union of Working Employees Local 8675309.

Performance Issue	Plan of Action
You displayed aggressive, intimidating, threatening behaviour, which in this situation included yelling at your supervisor.	You will communicate using professional language such that you identify your concern or need, your objections if any, and your (alternative) recommendations without raising your voice within office environments, unless preventing perceived immediate physical harm.
Alternate Behaviours Required	
Your communication with all clients/ customers, co-workers and other employees must take a collaborative, supportive, customer service approach.	We ask you consider providing a written apology to your supervisor and your co-workers outlining your understanding of how your behaviour has affected them.

To support you in addressing the performance issues, developing the alternate behaviours required and implementing the plans of action listed above, your area manager and supervisors will work with you to develop and apply a Performance Improvement Plan. The template you, your area manager, and supervisors will use to document this Performance Improvement Plan is attached.

It is imperative you understand that failure to show immediate and sustained improvement in your performance may result in further discipline up to and including dismissal. Any further behaviours that breach our Respectful Workplace Policy will be immediately investigated and may result in your dismissal. If you have any questions regarding this matter, feel free to discuss them with me.

Sincerely,

Humana Resourczinski
Manager Techno Team

I acknowledge that I have read, understood and have received a copy of this letter.

Signature _____ Date _____

CC: Employee file
Humana Resourczinski, Techno Team Human Resources Consultant
Renara Sensitive, shop steward of Health Union of Working Employees Local 8675309 Shop Steward

Unions & Progressive Discipline





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

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?

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

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

Questions

