

# Managing the Discipline Process

## Workshop Outline

### Workshop Description

This workshop prepares managers in British Columbia’s health care facilities to use a proper process to discipline employees. It focuses on the responsibilities of management in terms of conducting a proper investigation and dealing with the situation in a timely, fair, and effective manner.

### Workshop Goals

After completing this workshop, participants will be able to do the following:

- Gain an awareness of the discipline process within the context of employer policies, procedures, and the collective agreement(s)
- Become familiar with an effective discipline process
- Apply discipline processes, tools and techniques
- Gain awareness of applicable legislation, case law, jurisprudence, and labour relations principles that impact disciplinary investigations and decisions

### Workshop Length

1 day

### Topics/Learning Objectives

Topic	Learning Objectives
Overview	<ul style="list-style-type: none"> <li>• Define discipline</li> <li>• Explain the importance of discipline to achieving the overall objectives of your facility and/or department</li> <li>• Outline the six steps associated with an effective discipline process</li> </ul>
Establishing and Communicating Standards and Expectations	<ul style="list-style-type: none"> <li>• Outline the key ways that you establish and communicate employer standards and expectations</li> <li>• Identify typical employer policies</li> <li>• Gain an awareness of the guidelines established for devising and enforcing rules (KVP Test)</li> <li>• Explain how the management rights, as outlined in the collective agreements, apply to the discipline process</li> </ul>

Topic	Learning Objectives
Investigating the Incident	<ul style="list-style-type: none"> <li>• Identify situations that warrant investigation</li> <li>• Explain the difference between culpable and non-culpable conduct</li> <li>• Explain the importance of conducting a proper investigation and risks associated with a poor investigation</li> <li>• Explain the importance of timely action</li> <li>• Create and update an investigation plan</li> <li>• Explain how to gather and review information</li> <li>• Identify when and how to report the issue to an external interested third party</li> <li>• Recognize the pitfalls of making assumptions without questioning or testing them</li> </ul>
Documenting the Investigation	<ul style="list-style-type: none"> <li>• Explain the importance of documentation</li> <li>• Outline the documentation that should be completed or gathered as part of the investigation</li> <li>• Explain how to create a timeline with the chronology of the incident/issue and the investigation</li> </ul>
Making Your Decision	<ul style="list-style-type: none"> <li>• Define and explain progressive discipline</li> <li>• Assess the severity of the incident</li> <li>• Assess mitigating circumstances</li> <li>• Describe the relationship between the severity of the offense and the mitigating circumstances</li> <li>• Use the two-dimensional model to assist in determining appropriate discipline</li> <li>• Describe the legal framework disciplinary action will be reviewed against (e.g., William Scott Test, Burden of Proof)</li> </ul>
Communicating and Implementing Your Decision	<ul style="list-style-type: none"> <li>• Describe best practices for documenting disciplinary decisions</li> <li>• Write an effective disciplinary letter</li> <li>• Describe the key roles of the individuals involved in the disciplinary meeting</li> <li>• Prepare for the disciplinary meeting</li> <li>• Conduct the disciplinary meeting</li> <li>• Identify and explain the manager's responsibilities for monitoring and following up after discipline has been communicated and implemented</li> </ul>