

# Managing the Discipline Process

## Webinar Series

### Webinar Series Description

This webinar series prepares managers in British Columbia’s health care facilities to use the 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.

### Topics/Learning Objectives

#### 1. Overview of the Discipline Process

Time: 2 hours

Topic	Learning Objectives
What is Discipline?	<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> </ul>
Establishing and Communicating Standards and Expectations	<ul style="list-style-type: none"> <li>Outline the key ways organizations 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>
Coaching vs. Discipline	<ul style="list-style-type: none"> <li>Differentiate between culpable and non-culpable conduct</li> <li>Determine if the proper response to a given incident should be coaching or discipline</li> </ul>
Overview of the Discipline Process	<ul style="list-style-type: none"> <li>Outline the six steps associated with an effective discipline process</li> </ul>

#### 2. Conducting Disciplinary Investigations

Time: 2.5 hours

Topic	Learning Objectives
Overview of the Investigation Process	<ul style="list-style-type: none"> <li>Explain the importance of conducting a proper investigation and risks associated with a poor investigation</li> <li>Describe the investigation process</li> </ul>
Planning the Investigation	<ul style="list-style-type: none"> <li>Explain the importance carefully planning a disciplinary investigation and documenting the plan</li> <li>Identify when to involve the union in disciplinary investigations</li> <li>Identify when and how to report the issue to an interested</li> </ul>

Topic	Learning Objectives
	third party
Gathering Information	<ul style="list-style-type: none"> <li>Identify tips for conducting effective investigative interviews</li> <li>Identify tips for gathering and compiling evidence</li> <li>Define real evidence and explain the importance of maintaining a chain of custody of real evidence</li> </ul>
Analyzing the Information	<ul style="list-style-type: none"> <li>Explain how to analyze investigation data</li> <li>Outline tips for assessing witness credibility</li> </ul>
Forming a Conclusion	<ul style="list-style-type: none"> <li>Identify when to stop the investigation and form a conclusion</li> <li>Ensure the documents and evidence compiled during an investigation meet the arbitral tests used in general and specific discipline cases</li> </ul>

### 3. Implementing Discipline

Time: 2 hours

Topic	Learning Objectives
Applying Discipline	<ul style="list-style-type: none"> <li>Define “progressive discipline”</li> <li>Assess the severity of an incident</li> <li>Asses mitigating circumstances</li> <li>Describe the relationship between the severity of an offense and any mitigating circumstances surrounding it when implementing discipline</li> <li>Use a 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 a disciplinary meeting</li> <li>Explain what to do before, during and after a disciplinary meeting to ensure its effectiveness</li> </ul>