

# *Appropriate and Legal Discipline: Managing Performance While Minimizing Labor Relation Consequences*

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## **Program Description**

Managing employee performance in the workplace can be challenging. Often managers and supervisors find themselves in situations where they must discipline an employee who either fails to meet standards and goals or who falls below behavioral expectations. When this happens it becomes critical for managers to understand and follow **Appropriate and Legal Discipline**.

This program has been designed to ensure managers understand and follow essential disciplinary guidelines which help protect the employee, overall labor relations, the organization, and themselves. In addition to discussing human behavior and motivation essential content coverage includes: defining performance and discipline; assessing employee skills, knowledge and abilities to avoid negative consequences; specific conversational steps for expressing expectations; methods for effectively measuring and documenting performance; discipline considerations managers need to know to avoid legal consequences; the importance of appropriately recognizing and rewarding employees when desired outcomes are achieved.

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## **Program Topics:**

Participants will learn:

- Appropriate definitions for performance and discipline.
  - Rational and methods for assessing employee skills, knowledge and abilities to avoid negative workplace consequences.
  - Successful conversation steps for expressing expectations at each stage of the performance process to minimize disciplinary action.
  - Performance measurement and documentation essentials (including tips for writing object performance appraisals) to promote consistency and fairness critical for maintaining a productive work environment.
  - Discipline considerations managers need to be aware of to avoid creating legal consequences.
  - The importance of appropriately recognizing and rewarding employees who modify actions and achieve performance outcomes.
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## **Audience:**

- Those who serve in acting supervisory roles (with or without discipline authority).
  - Employees assigned to Human Resources (HR) and other employee relations.
  - New and experienced managers responsible for performance and discipline.
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## **Pre-requisites:**

\*Managers and their direct reports should not attend the same session unless both are in supervisory roles.

\*Instructor Request

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**Goals/Objectives:**

- For managers to possess an appropriate understanding of what performance is in order to enable them to more effectively avoid and manage employee discipline situations.
  - Enhance manager understanding of the role that appropriately assessing employee capabilities plays in demonstrating successful performance opportunities rather than accusations of "setting up failure."
  - Provide effective conversation templates for managers to utilize at each stage of the performance process up to and including discipline related actions so that employees are provided clear communication, opportunities for improvement, and also possess an understanding of consequences.
  - Improve manager performance measurement and documentation knowledge (including how to write objective performance appraisals) for the purpose of helping employees succeed without creating documentation that is inconsistent with disciplinary processes.
  - Address legal and bargaining agreement (union) considerations that managers need to be aware of when dealing with discipline.
  - Ensure managers appropriately recognize and encourage employees who modify actions that result in achieving performance outcomes.
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