



PEDIATRIC  
MANAGEMENT  
INSTITUTE  
HELPING PEDIATRICIANS SUCCEED

# THE PRACTICE SUPERVISOR

## Managing Disciplinary Issues

## MANAGING DISCIPLINARY ISSUES

### WHAT IS DISCIPLINE?

Discipline is part of running an efficient organization. The word "discipline" comes from the word "disciple," which means "to mold or teach." Discipline is not meant as a negative term, although people often think of it in terms of punishment. Discipline can and should be viewed as a positive part of a supervisor's responsibilities. Training and motivating are equally important parts of positive discipline. It is also perhaps the most volatile, explosive, and sensitive area in employee relations.

If you are like most supervisors, you find giving corrective feedback (which is still a form of positive discipline) a distasteful task. Still, it is essential that you do so. You can make it less traumatic on both of you if you follow these suggestions.

- Be positive.
- Be prepared.
- Be realistic.
- Make feedback a part of a two-way conversation. Give and receive feedback.

The session will have been a success if the employee leaves feeling the issues are important, appreciates your comments, and is committed to correcting the problem.

Correcting minor problems as they happen can go a long way toward preventing major problems down the road. (Remember that expression earlier in the course, "A stitch in time saves nine?")

## THE DISCIPLINARY MEETING

Discipline is usually a last resort step where an employee has been trained, coached, and reprimanded, and performance remains unacceptable. The process begins with a meeting between the employee, the supervisor, the human resource officer, and sometimes a more senior manager in the company. It will also normally include a shop steward in a unionized company.


The meeting clearly outlines the problem behavior and the attempts to find some resolution. The employee is clear about why they are having this meeting. At the end of the meeting, the employee is made to serve some kind of penalty for their behavior, such as being suspended for one to three days with pay. The employee's job for that period of time is to think over options related to keeping their job or not. If they wish to remain with the company, they will come back with a plan for improving performance. If they decide to leave the company, then they have had these few days to make that decision as well.

When the employee returns to work, the same group of people meets again. If the employee's decision is to stay, the group agrees to the employee's plan of action or they hammer out one of their own to which the employee will agree. If there is no agreement, the employee is usually terminated. This was, after all, their last chance. However, if things work out well, the employee remains and their performance improves.

Unions usually have no difficulty with this process as the employee has been treated fairly and has made the decision on their own. Look carefully at your human resource policies and collective agreement, since they will clearly outline the process within your company. These can vary widely and must be implemented as designed in order for the decisions that you make (especially regarding suspension or termination) to stick.

## A SAMPLE DISCIPLINE CHECKLIST FOR A SUPERVISOR

- Proof rule was posted prior to incident
- Proof employee was aware of rule prior to incident
- Proof rule was consistently enforced
- Proof rule(s) given to union, if applicable
- Item(s) involved retained for evidence (if applicable)
- Signed and dated witness statements retained for file (if applicable)
- Documents, policies, and reports retained for file (if applicable)
- Police and medical reports retained for file (if applicable)
- Legal statutes reviewed and complied with (if applicable)
- Proof alternatives were offered to employee (if applicable)
- Proof employee's explanation or request was given reasonable consideration and recorded (if applicable)
- Proof of time, date, and location of incident are accurately recorded
- Proof of work average re: attendance or lates (if applicable)
- Proof all events, observations, and actual statements are accurately recorded
- Proof employee given instruction or training (if applicable)
- Proof employee and/or union received all relevant correspondence
- Proof proper investigation was finalized
- Proof all personnel file requirements have been met
- Proof of previous discipline record and previous discussions with employee have been finalized and recorded (if applicable)
- Proof collective agreement clauses relating to union representation and timelines have been met
- Proof second management opinion obtained (if applicable)
- Proof all evidence double-checked for accuracy
- Proof decision finalized as quickly as possible



# MANAGING DISCIPLINARY ISSUES

[www.PediatricSupport.com](http://www.PediatricSupport.com)

---

---

---

---

---

---

---

---

## Learning Objectives


**Discipline**

Learn what "discipline" means

**Management**

Learn tips and strategies for managing disciplinary issues

[www.PediatricSupport.com](http://www.PediatricSupport.com)




---

---

---

---

---

---

---

---



## Managing Disciplinary Issues (I)

When should supervisors get involved in a conflict?

### What is Discipline?

- 01 The word "**discipline**" comes from the word "disciple," which means "to mold or teach."
- 02 Discipline is **not meant as a negative term**.
- 03 **Training** and **motivating** are equally important parts of positive discipline.
- 04 Correcting **minor problems** as they happen prevent major problems.

[www.PediatricSupport.com](http://www.PediatricSupport.com)




---

---

---

---

---

---

---

---

## Managing Disciplinary Issues (II)

The Disciplinary Meeting

Meeting is held to discuss behavior and resolve issue

Employee serves penalty for behavior

Follow-up meeting is held to create action plan or terminate employee

www.PediatricSupport.com

---

---

---

---

---

---

---

---

## Managing Disciplinary Issues (III)

A Discipline Checklist for a Supervisor

**Rules prior to incident**  
Proof rule was posted prior to incident

**Consistently enforced**  
Proof rule was consistently enforced

**Items involved**  
Item(s) involved retained for evidence

**Employee was aware of Rule**  
Proof employee was aware of rule prior to incident

**Rules given to union**  
Proof rule(s) given to union, if applicable

**Signed and dated**  
Signed and dated witness statements retained for file

www.PediatricSupport.com

---

---

---

---

---

---

---

---

## Managing Disciplinary Issues (IV)

A Discipline Checklist for a Supervisor

01 Documents, policies, and reports retained for file

02 Police and medical reports retained for file

03 Legal statutes reviewed and complied with

04 Proof alternatives were offered to employee for file

05 Proof employee's explanation or request was given reasonable consideration and recorded

06 Proof of time, date, and location of incident are accurately recorded

www.PediatricSupport.com

---

---

---

---

---

---

---

---

## Managing Disciplinary Issues (V)

7

A Discipline Checklist for a Supervisor

- 07 Proof of work average re: attendance or late
- 08 Proof all events, observations, and actual statements are accurately recorded
- 09 Proof employee given instruction or training
- 10 Proof employee and/or union received all relevant correspondence
- 11 Proof proper investigation was finalized
- 12 Proof all personnel file requirements are met

[www.PediatricSupport.com](http://www.PediatricSupport.com)



---

---

---

---

---

---

---

---

## Managing Disciplinary Issues (VI)

8

A Discipline Checklist for a Supervisor

- 13 Proof of previous discipline record and previous discussions with employee have been finalized and recorded
- 14 Proof collective agreement clauses relating to union representation/timelines have been met
- 15 Proof second management opinion obtained
- 16 Proof all evidence double-checked for accuracy
- 17 Proof decision finalized as quickly as possible

[www.PediatricSupport.com](http://www.PediatricSupport.com)



---

---

---

---

---

---

---

---