

HOW TO MANAGE DISCIPLINE

1-day Course

OVERALL AIM:

This course will give delegates an overview of the process of managing discipline, focusing on the informal and formal stages of discipline. Delegates will be given the opportunity to practise questioning and investigation techniques within small groups. Those new to handling discipline issues (and those with more experience) will gain increased confidence from the course.

WHO SHOULD PARTICIPATE:

This course is for anyone who currently has responsibility for employee performance/capability and conduct issues. It is particularly useful for those in a supervisory or management role.

COURSE OBJECTIVES:

By the end of this course, participants will be able to:

- Define the term 'discipline'.
- Recognise the prime objective i.e. improvement.
- Appreciate fair reasons for dismissal and 'general test of fairness'.
- Identify the difference between Minor and Gross misconduct.
- Recognise the root causes for bad behaviour and poor performance.
- Appreciate the benefits of using SMART objectives throughout performance process.
- Identify if it is a 'can not' or a 'will not' problem.
- Understand how poor morale can exist and how it can be raised.
- Recognise the guidelines for counselling.
- Understand the importance 'establishing the facts', 'exploring the reasons' and establishing the action needed to be taken.
- Understand the need to follow current legislation and the ACAS code of practice.
- Recognise the correct process for handling a discipline interview and making a disciplinary decision.

COURSE CONTENT:

- Introduction and objectives: The tutor outlines the course objectives and delegates are asked for their objectives.
- Definition: The group works within small groups to define the term 'discipline'. The tutor's definition is also outlined.
- Recognise: The group works within small groups to define punish and improvement. The tutor's conclusion is also outlined.
- Appreciate: Tutor led discussion session and presentation on the fair reason for dismissal and the general test of fairness.

- Identify: The groups work within small groups to complete a list of both minor and gross misconduct. Feedback session by Tutor to agree the content and to identify any misunderstandings.
- Recognise: The group works within small groups to identify the possible root cause for bad behaviour and or poor performance. Tutor led feedback session.
- Appreciate: Tutor led discussion to help delegates consider the benefits of using SMART objectives throughout the process.
- Identify: The group works in small groups to practise 'open' questions that can help determine if it is a true capability issue or an underlying behavioural problem.
- Understand: The group are presented with information on how to ensure morale is raised.
- Recognise: The group will watch a video relating to informal action and will be asked to prepare feedback.
- Understand: A three phase model is used to establish action needed to be taken.
- Understand: The group will be presented with information regarding current legal obligations of holding a disciplinary interview and guidelines for carrying out the interview from a verbal to a dismissal stage. Question and answer session.
- Review: a brief review of main topics covered.