



ENGAGED HR IS YOUR HR DEPARTMENT.



CHARITY
VILLAGE

Discipline and Dismissal

Making the best of a difficult situation

Charity Village Webinar
September 25, 2014



ENGAGED HR IS YOUR HR DEPARTMENT.



Agenda



- 1 Understanding the why of discipline
- 2 Three phases to the discipline process
- 3 Transition from discipline to dismissal
- 4 Employees vs Volunteers
- 5 What about tomorrow?
- 6 Q&A

Poll Question

■ What is your comfort level when having discipline conversations with employees or volunteers?

- Very Comfortable
- Somewhat Comfortable
- Not Very Comfortable
- Totally Uncomfortable



Why Discipline?

- Inappropriate employee and/or volunteer behaviour can negatively influence an organization's:
 - Reputation in the community
 - Ability to secure funding
 - Customer/client relations
 - Volunteer program morale
 - Employee morale
 - Turnover



**Phase 1:
Setting Up for Success**

**Phase 2:
Working the Steps**

**Phase 3:
Staying Committed**

Phase 1 – Setting Up for Success



Positive Discipline is...

- The process of orienting employees and/or volunteers to work rules, performance standards and other organizational requirements so that they know:
 - What is expected of them
 - what they are to do and how to do it
 - What consequences result from violations
- Occurs BEFORE the behaviour becomes inappropriate.

Supporting Tools

- Vision, Mission, Values
- Job Descriptions
- Performance reviews
- Employee/Volunteer Handbook
- Meetings
- Peer conversations
- Mentoring programs

What is the Purpose?

- Avoid behaviour problems BEFORE they arise
- Provide employees and/or volunteers with information they need to discipline themselves
- Establish a basis for

holding employees and/or
volunteers accountable

When to Use Positive Discipline?

- Orienting new employees or volunteers to the organization
- Orienting new employees or volunteers to any work project or a new department – even 30 year volunteers may need orientation to a new role
- Setting and getting agreement on accountabilities

When to Use Positive Discipline?

- Reminding employees and volunteers about supervisory expectations, work rules or policies and procedures on a regular basis – staff meetings, performance management discussions
- Reminding employees and volunteers about policies, procedures or work rules after a major problem or crisis occurs

The Unspoken

Unwritten Rules = Unspoken Expectations

- What kind of unspoken rules do you have in your organization?
 - e.g. Don't just be on time, be early
 - e.g. You will do the job the way I would do it
 - e.g. Ask permission not forgiveness

Due Diligence

- Have you:
 - Spoken the unspoken?
 - Identified the consequences of non-performance (typically in policy)
 - Provided the information in a variety of ways? (written and verbal)
 - Received agreement? (saying nothing isn't agreement!)
 - Revisited often? (posted, meetings, one-on-one discussions)

HELLO

I AM...

ACCOUNTABLE

7 Steps to Accountability

1. Clarify expectations of good performance
2. Explain consequences of poor performance
3. Provide specific feedback
4. Provide advice for improvement
5. Explain consequences if no improvement
6. Monitor behaviour and provide time to improve
7. Take increasingly severe steps if no improvement or praise when things go well

Poll Question

- What is the hardest thing about holding someone accountable?
 - I am not sure what to hold them accountable for
 - I am worried they will get angry with me
 - Fear that they might quit and then I am stuck
 - It is a lot of work



**Phase 1:
Setting Up for Success**

**Phase 2:
Working the Steps**

**Phase 3:
Staying Committed**

The Steps of Discipline

- Warn verbally – “fireside chat”
 - Written warning and placed on file
 - Probation (still working)
 - Suspension (sent home, no longer assigned work)
 - Termination
- Policy is relevant here



The Meeting

Consider the following when planning:

- Time of day (e.g. end of shift)
- In private verses in public area
- Watch for overly emotional times
- If a project is close to ending, sometimes best to set expectations at the start of next project.
- If terminating, is it possible to do at end of project or event?

Put it in Writing

- Every discipline meeting requires documentation or you have to start again! Even verbal warnings get an email.
- Use a common, simple format and language
 - Date, who was present, what was discussed, what are the expectations of the employee/volunteer, consequences, timeline, set next meeting

Sign on the dotted line

- Sign off by volunteer and employee (not necessary for verbal warnings).
- Give copies to both parties.





**Phase 1:
Setting Up for Success**

**Phase 2:
Working the Steps**

**Phase 3:
Staying Committed**

Follow up!

- Effective discipline process requires that **you** be disciplined!
- Set meetings to check in and keep those meetings.
- Follow up with feedback
 - informal and formal
 - positive and constructive



Consider Your Options

The situation isn't improving, then what?

- Is it an option to redefine your definition of good performance?
- Would the employee or volunteer benefit from some training?
- Is there a better role for the person somewhere else in the organization?
- Is the organization willing to allow the situation to continue with modifications?



Poll Question

■ Have you made the decision to end the work relationship with either an:

■ Employee

■ Volunteer

■ Both

■ Neither

Causes for Termination

- Continued inability to meet minimum job standards after appropriate training
- Repeated violations of policy, procedure and work rules even after disciplinary action has been taken (warnings, probation etc)
- Serious one-time violations of work rules (theft, violence, inappropriate language)

Legal Considerations

- ■ Organizational Policy (discipline, termination)
- ■ Employment Contract
- ■ Collective Agreement, if applicable
- ■ Provincial Employment Standards Act (severance, notice period)
- ■ Precedent in organization

Steps to Termination

- ■ The same 7 steps as when holding employee or volunteer accountable.
- ■ Include your supervisor or Executive Director as per your organizational policy.
- ■ Important to maintain relationship and dignity of employee/volunteer so plan accordingly.

Things to Remember...

- Depersonalize where you can
- Consider the organization's level of responsibility for any role it has played in things not working out, if applicable
- Keep it simple and short – don't get into the he said/she said debates

Employees vs Volunteers

Employees

- policies
- contracts
- Employment Standards Act and
- moral obligation

Volunteers

- policies
- moral obligation

Tomorrow's Meeting

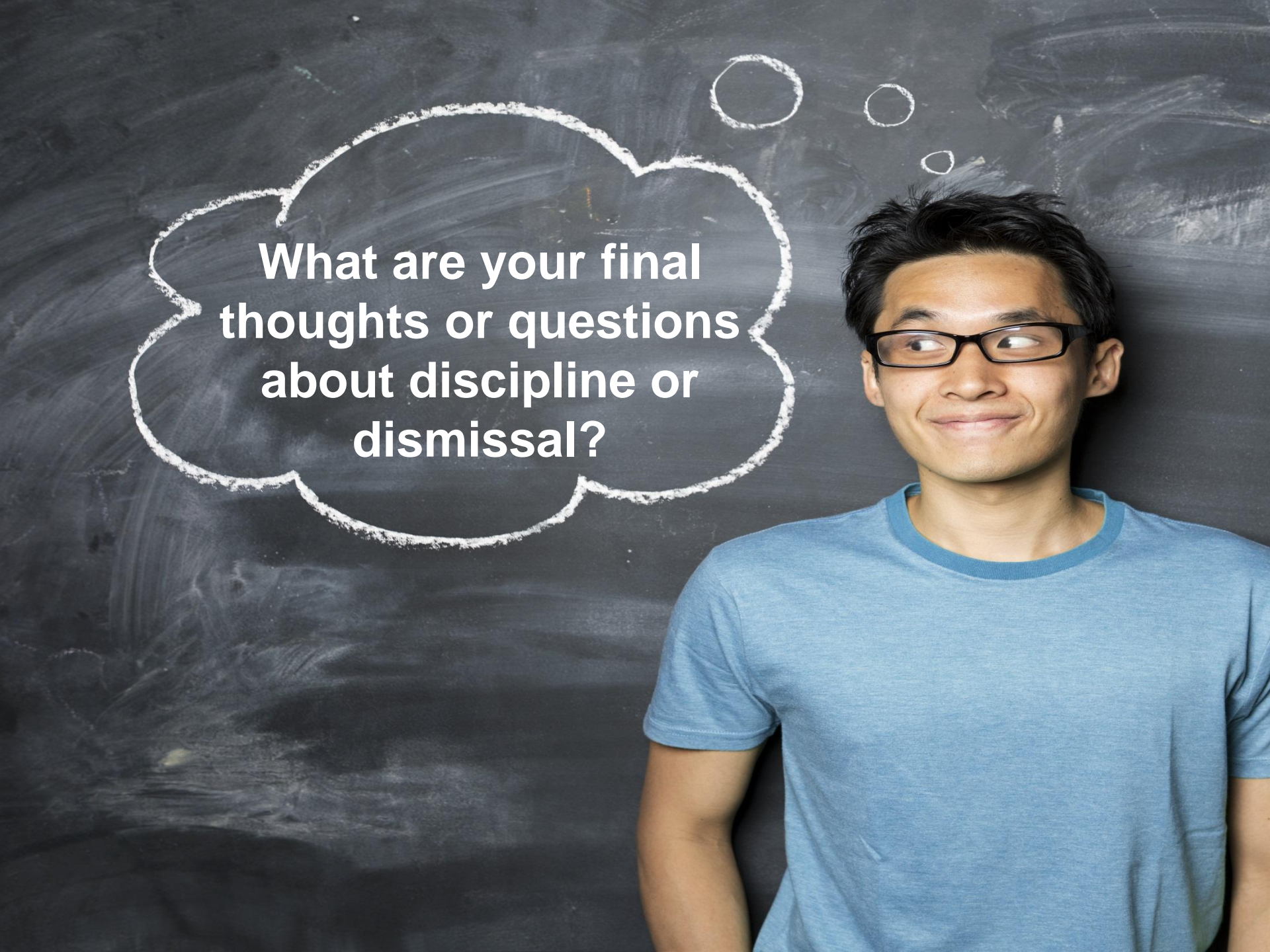
- Start with small steps and conversations
- Focus the meeting on setting expectations
- Get agreement on accountabilities
- Document your meeting
- Stay focused on follow up

Free Gift for you!



Please go to www.101strategies.com/CharityVillage to download our free report.

Engage Your Employees: 101 Strategies That Motivate for Peak Performance

A man with dark hair and glasses, wearing a blue t-shirt, stands in front of a chalkboard. He is looking to his right with a slight smile. A large, hand-drawn white thought bubble is positioned to his left, containing the text. Several smaller white circles are drawn above the thought bubble, suggesting a trail of thought. The chalkboard background has some faint, illegible chalk markings.

**What are your final
thoughts or questions
about discipline or
dismissal?**



Thank you!

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