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**FAREWELL**  
TOUR

# The Progressive Discipline Seminar

For Supervisors and Union Stewards

How to tackle everyday discipline cases with skill and confidence

*Discipline? Accommodate?*

*Poor performance?*

*Bad attitude? Doctor's note?*

*Excessive absenteeism? Zero tolerance?*

*Substance addiction? Warning?*



Winnipeg

June 6, 2019  
Victoria Inn



**labour law online.ca**  
CENTRE FOR LABOUR-MANAGEMENT DEVELOPMENT

**AFTER 25 YEARS,**  
this will be the last chance for supervisors and union stewards to attend this practical one-day seminar on tackling everyday discipline cases with skill and confidence.



## YOUR PRESENTER:

**Grant Mitchell, Q.C.**  
Labour Arbitrator & Mediator  
Winnipeg

Grant Mitchell, QC is a labour arbitrator and educator with over 30 years of experience in labour law.

Mr. Mitchell has addressed thousands of union and employer representatives across Canada on progressive discipline techniques and has earned top ratings for his clear and effective communication style.

**Winnipeg** | June 6, 2019  
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Registration: 8:00 a.m.  
Seminar: 8:30–4:30 p.m.

### The Fundamentals of Progressive Discipline

Key concepts and underlying principles governing progressive discipline in the unionized workplace:

- Questions to ask before any discipline is imposed
- The key stages of progressive discipline
- Just cause, mitigating factors and culminating incidents
- Effective and ineffective warnings
- When discipline should never be used

### Discipline and Human Rights

Accommodation and other human rights protections to consider before discipline is imposed:

- When to discipline, when to accommodate
- Enforceability of automatic-termination clauses
- Enforceability of zero-tolerance policies
- Enforceability of last-chance agreements

### Drugs, Alcohol and Discipline

Guidelines for handling cases of misconduct involving drugs or alcohol:

- Distinguishing between substance abuse and dependency
- Handling impairment at work
- Dealing with the employee in denial
- Practical considerations for accommodating substance-dependent employees

### Poor Performance and Bad Attitude

What are appropriate standards of employee performance and how should they be measured?

- Appropriate and inappropriate responses to poor performance
- Defining the standards and communicating them to employees
- Performance standards for probationary employees
- Can an employee be disciplined for bad attitude alone?

### Dealing with Excessive Absenteeism

What are some legitimate employer responses to excessive innocent absenteeism?

- When is absenteeism considered innocent vs. disciplinary?
- How much absenteeism is considered excessive?
- When does termination become an option?
- When can absenteeism policies be challenged on human rights grounds?

### Dealing with Pattern Absences

What options are available to employers when dealing with suspicious absences?

- When do employers have just cause to intervene?
- Appropriate employer responses
- When substance abuse is suspected as the root cause
- Surveillance and other options available to verify suspicious absences

### Enforcement of Employer Rules

When are employer rules valid and enforceable, and when are they subject to union challenge?

- The legal requirements for valid employer rules
- The impact of an unreasonable rule
- How should rules be communicated to employees?
- Enforcing rules that have been unevenly enforced



**CPHR:** Approved by CPHR Manitoba for 7 Continuing Professional Development (CPD) hours.

**Centre For Labour-Management Development**

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**Mail Room Personnel:** If undeliverable, please reroute to your organization's Human Resources Manager or Union Representative

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UPCOMING EVENTS

**The Progressive Discipline Seminar for Supervisors and Stewards**

Winnipeg June 6  
Saskatoon June 25

**The 2019 Accommodation Law Conference**

Saskatoon May 8 & 9  
Vancouver May 15 & 16  
Edmonton May 29 & 30  
Ottawa June 19 & 20

TUITION

**Tuition includes one-day program, conference binder, Certificate of Attendance, continental breakfast and refreshments. Accommodations and other meals are not included.**

**Individual \$425** (plus \$21.25 GST = \$446.25)  
**Group (3 + each) \$395** (plus \$19.75 GST = \$414.75)  
**Super Group (7 + each) \$365** (plus \$18.25 GST = \$383.25)

To qualify for group rates, individuals must be from the same organization, or union local, AND register together at the same time.

Individuals registering separately will not qualify for group rates.

**CANCELLATIONS** must be in writing and received by May 30, 2019 in order to qualify for a full refund less a \$50 administration fee. Non-compliance will result in liability for the entire tuition.

**SUBSTITUTIONS** may be made at any time.

**GST No. 122060569**