



# Disciplinary Actions

Moneyball 2.0 Leadership training





# WHY IS THIS SKILL IMPORTANT?

Learning goals for this manager session

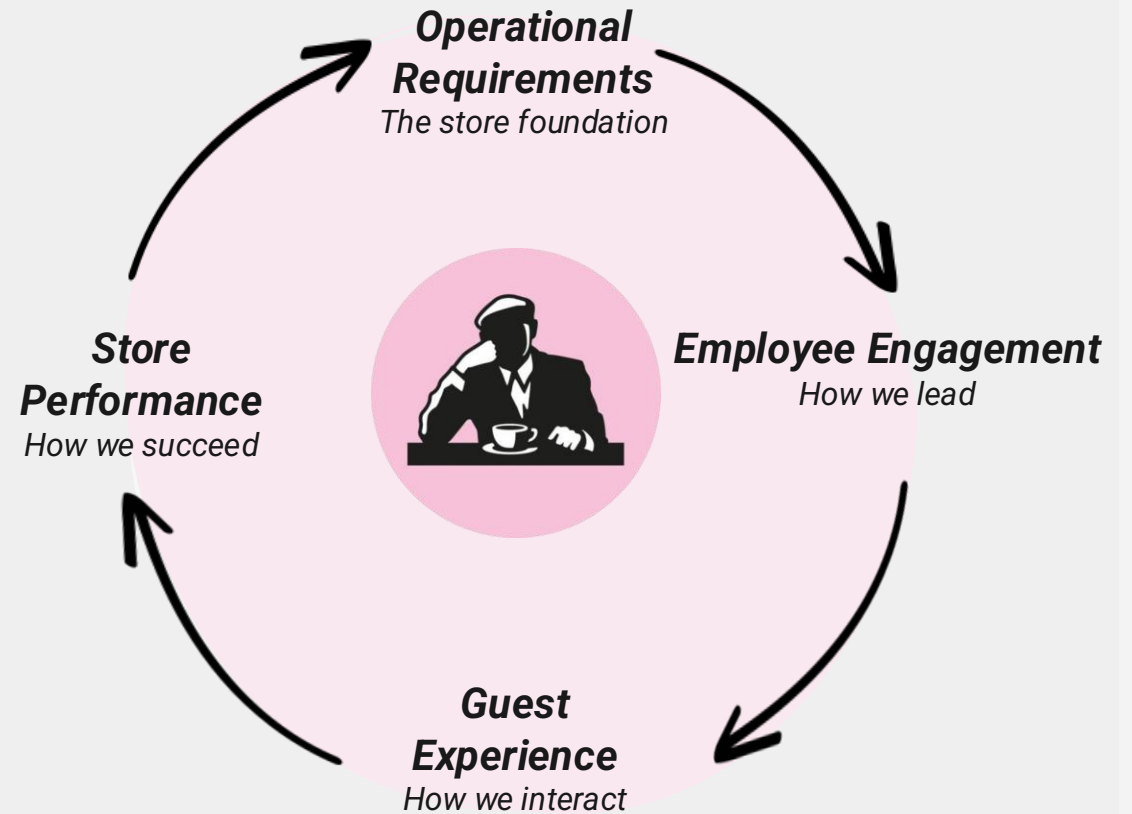
## LEARNING GOALS

Learn how to carry out disciplinary actions, including, *employee development talks, verbal and written warnings, as well as create a corrective action plan.*

## WHY ARE WE TRAINING THIS ?

- **Acting** as a manager when rules and processes are not followed, is important to ensure operational excellence and for all employees feeling **treated fairly**.
- Disciplinary actions is a **last resort corrective measure** following unsuccessful **employee development talks** – and should be carried out fully in line with Disciplinary actions procedure as they will have or have **legal consequences**.

## CIRCLE OF OPERATIONAL EXCELLENCE



How does mastering these skills affect each area within *the Circle of Operational Excellence* in your store?



# WHY DO WE DISCIPLINE EMPLOYEES?

## Consistency in Standards

Ensure employees will adhere to company **policies**, **procedures**, and **hygiene** standards consistency. **Consistency** is vital for high quality service and products to customers.

## Productivity Improvement

By holding employees **accountable for performance**, you encourage them to work more **efficiently** and effectively.

## Maintain Positive Work Environment

Prevents disruptive behavior, conflicts, and misconduct among employees. Benefits to team morale and customer satisfaction.

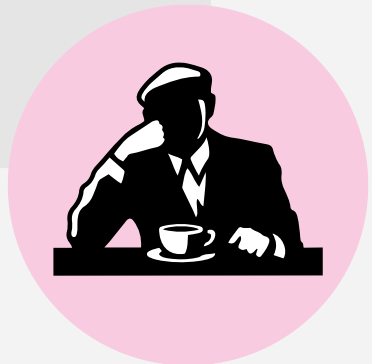
## Legal Compliance

Protects the company from potential legal liabilities associated with employee misconduct, discrimination, or safety violations.



## OPEN QUESTION

**How does the way you handle disciplinary issues influence your team's trust, accountability, and overall culture?**





# WHAT IS THE DISCIPLINARY PROCESS

## MINOR NEGLIGENCE

- Some lack of quality in DCWF, Spotify, gloves at shift, eating in rush, mobile phone BTC, etc.

NB: Remember to follow up in written summarizing the conversation, and your expectations. Needs to be measurable!

Start here



## LOW NEGLIGENCE

- Bigger lack of quality in DCWF, minor late coming, rude to a customer

NB: Remember to follow up in written summarizing the conversation, and your expectations. Needs to be measurable!



## MEDIUM NEGLIGENCE

- NO SHOW
- Late opening & early close
- Major lack of quality in DCWF
- Breaches of employee policies
- Breaches of Code of Conduct
- Sickness procedure\*
- Hangover and unable to work\*

\*Consider employees attitude and the circumstances and if a verbal warning is more appropriate

Start here



## CORRECTIVE ACTION PLAN

- Make an individual plan for the employee
- Should be a summary of previous warnings received
- Need to see an improvement during the next month.
- Check in every 1 to 2 weeks, depending on the situation

Start here



## GROSS NEGLIGENCE

HR will go through previous documentation to determine whether we, as the employer, have taken sufficient action and if it is necessary to call the employee into a discussion meeting.

Examples: Theft, discrimination/harassment, several written warnings

Start here



EMPLOYEE DEVELOPMENT TALK

If no corrected behaviour

VERBAL WARNING

If no corrected behaviour

WRITTEN WARNING

If no corrected behaviour

Corrective action-plan

If no corrected behaviour

Discussion meeting

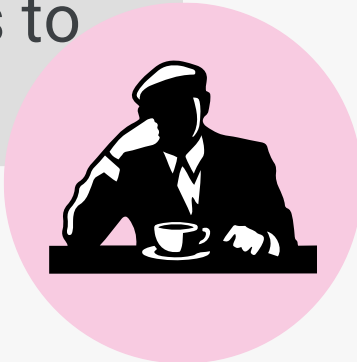
THE BIGGER THE IMPACT ON BUSINESS AND PEOPLE, THE BIGGER THE LEVEL OF NEGLIGENCE



## Case

Sort the various violations into either ***minor negligence, medium negligence, or gross negligence***, followed by the appropriate action (***employee development talk, verbal, written warning, discussion meeting***).

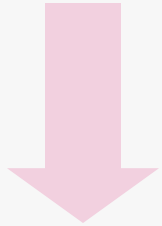
- (1) No show, (2) not enough pesto prep on open, (3) calling in sick 20 minutes before shift start, (4) showing up 4 minutes late without notice, (5) fraud (vipps), (6) using mobile phone behind BTC, (7) giving Joe price to friends/family, (8) asking other employees to clock them in





# HOW TO DO A VERBAL WARNING

WHEN *EMPLOYEE DEVELOPMENT TALKS* HAVE NOT CREATED A CORRECTED BEHAVIOUR

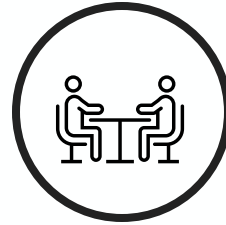


**VERBAL  
WARNING**



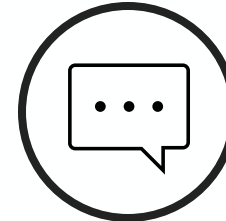
**Preparation**

Confirm the violation aligns with company policies for a verbal warning



**Meeting  
arrangement**

Arrange a private, off-hours meeting



**Describing  
and  
questioning**

Describe the violation and **let the employee explain why**. Stay respectful and professional



**Understanding  
and  
agreement**

Listen and evaluate. Clarify the seriousness and operational impact, and that this conversation constitutes a verbal warning.



**Follow-up  
and  
expectations**

Evaluate progress, and set expectations. Ask if support is needed to meet these, and that new violations will result in a written warning



# Helping tool for the verbal warning conversation

BE VERY CLEAR! – BECAUSE NEXT STEP IS WRITTEN!

## DESCRIBE

Describe the violation/situation as completely and **objectively** as possible. **Just the facts!** Ex. *“Bella I would like to talk about the importance of wearing gloves and completing cleaning tasks. We have previously discussed that on shifts where you were present. In addition, during a surprise visit Monday on your shift an Inspector found that cleaning tasks were not carried out. Is there any reason why you are not wearing gloves and not completing cleaning tasks?”*

## EXPRESS

Express your thoughts about the behavior/situation. Ex. *“Not following cleaning procedure can lead to bad Food Safety rating and result in a loss of customers or worst case closing the bar down. This is not acceptable. Additionally allowing Juicers not to follow rules about wearing gloves is not acceptable as it both is against the rules but also sends a wrong signal to the Juicers regarding Food Safety”*

## SPECIFY

Specify what behaviour /outcome you want to happen Ex. *“Joe & the Juice, the guests and I want the Food Safety rules to be followed in every detail starting from now. I want you to follow cleaning schedule precisely and I want you to immediately address Juicers not following procedures in general. Do you need any training in cleaning task management, food safety or in addressing this to the Juicers on shift? I am more than happy to support you with this.”*

## CONSEQUENCES

Specify the consequences if this happens. (Both positive and negative) Ex. *“This is a formal Verbal warning – also called a Disciplinary action and I will confirm this to you in writing after the meeting. If no improvement will happen, the next step is a Written warning. I am confident that this will not happen as I will support you as much as you need in acquiring the necessary skill and with your strong motivation and generally strong leadership skills you will succeed. What do you think about this?”*

DESCRIBE and EXPRESS presented clearly and in relevant context is crucial for the recipient taking ownership for changing behaviour



# HOW TO DO A WRITTEN WARNING

WHEN VERBAL WARNING DID NOT WORK OR IN THE CASE OF *MEDIUM NEGLIGENCE* YOU START HERE

## MEDIUM NEGLIGENCE

- NO SHOW
- Late opening & early close
- Major lack in DCWF
- Hangover and unable to work\*

\*Consider employees attitude and the circumstances and if a verbal warning is more appropriate

Start here



## WRITTEN WARNING

### 1. Violation of same rules:

A written warning can be issued if the employee repeatedly breaks the same rules that were addressed in the previous verbal warning.

In certain serious cases, a written warning may be issued without a prior verbal warning.

### 2. Reach out to HR:

All written warnings must be reviewed and approved by HR who is responsible for ensuring the procedure is followed correctly and in accordance with company policies.

### 3. HR to prepare Written Warning:

After HR approval the warning will be issued. This documents the employee's repeated violations and outlines the necessary steps for improving their behavior.

### 4. Conversation between Manager and Employee (HR can support):

Store Manager invites employee into a conversation where written warning is handed out. During the conversation, clearly define your expectations and the necessary changes to be made, and what the employee needs to improve (see slide 7). Needs to be measurable!

If no corrected behaviour

If no corrected behaviour



# NO IMPROVEMENT HAS BEEN MADE AFTER WRITTEN WARNING

“Discussion Meeting”

## GROSS NEGLIGENCE

Giving products out for free, theft, fraud, assault, being intoxicated or under the influence of drugs at the workplace or similar / if no corrective behaviour

Start here



TERMINATION

- 1. Prepare:** HR and the Store Manager will review all **documentation** and follow up on the actions taken.
- 2. Decision:** Nothing is decided before the Discussion meeting has been held.
- 3. If the decision meeting leads to termination:** HR and STM to make an offboarding plan to make the resignation period as productive as possible.
- 4. Return Company Property:** Ensure the employee returns all company assets, such as access cards and system access, before their final day. This keeps the process clear and concise while ensuring all key steps are maintained.



# ROLES & RESPONSIBILITY: HOW TO APPLY INTO PRACTICE

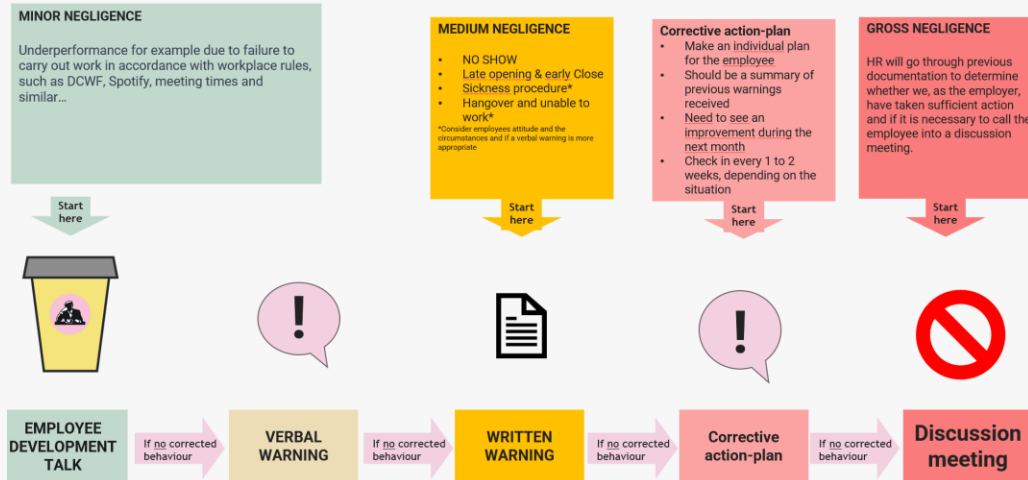
|                         |   |
|-------------------------|---|
| <b>Store Manager</b>    | Handle <i>development talk</i> , formal <i>verbal</i> and <i>written warnings</i> . Consult HR and DM. Conduct the meetings with the employee, discuss the issue, and set clear expectations for improvement. Document the discussion and any agreed action plan. |
| <b>District Manager</b> | Review serious or repeated offenses. Approve written warnings and support the Store Manager in implementing further actions, such as supporting the corrective action plan  |



# SUM-UP AND IMPACT

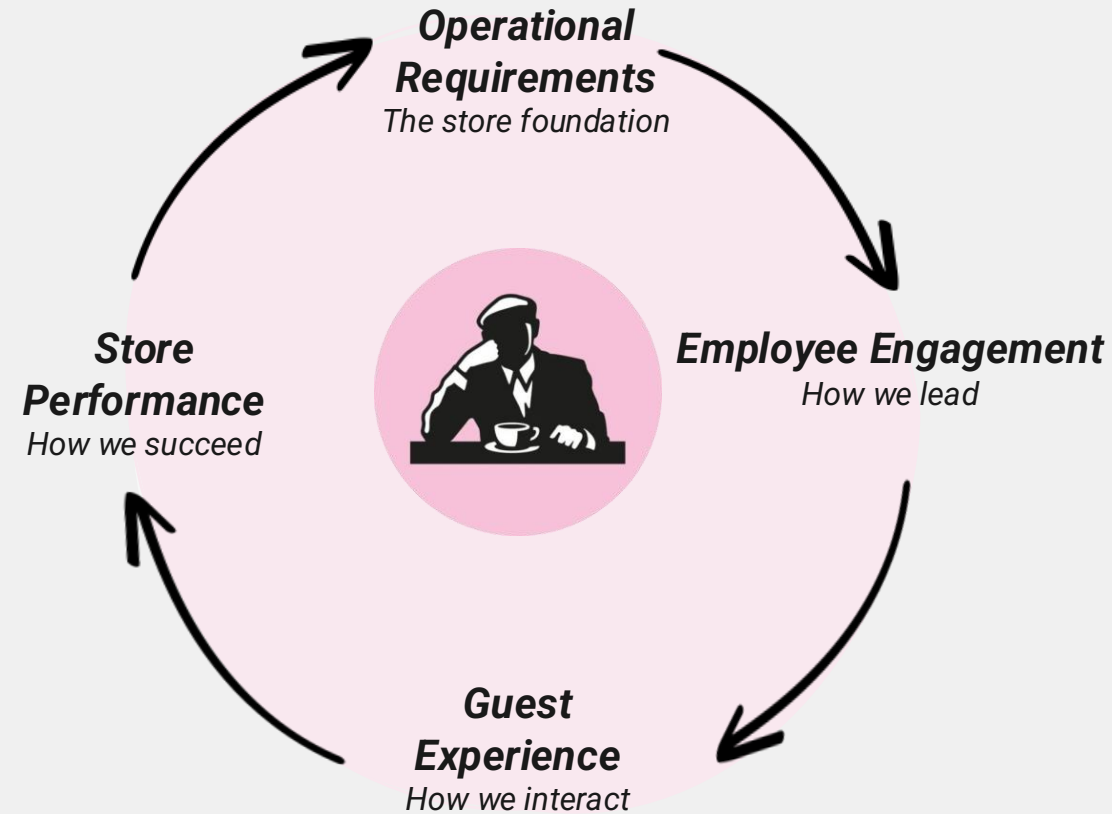
## What are your **key learnings**?

### DIFFERENT DEGREES OF NEGLIGENCE – DIFFERENT START



- Employee development talks before disciplinary actions
- Different degrees of negligence – different start in the disciplinary action process
- Documentation

## CIRCLE OF OPERATIONAL EXCELLENCE



How does mastering these skills affect each area within *the Circle of Operational Excellence* in your store?



## **MANAGER SPECIALIST SESSIONS**

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