

Fact-sheet – Content of disciplinary practices training



What is the objective?

Why should the factory organize trainings on its disciplinary practices?

Disciplinary practices are **defined** by the factory’s top management through a disciplinary procedure, which is **approved** by local authorities (when legally required), then **communicated** to all workers, including middle management. To ensure its correct implementation, and avoid any excessive or inappropriate disciplinary measures, the factory should train its management, including Human Resources (HR) staff.

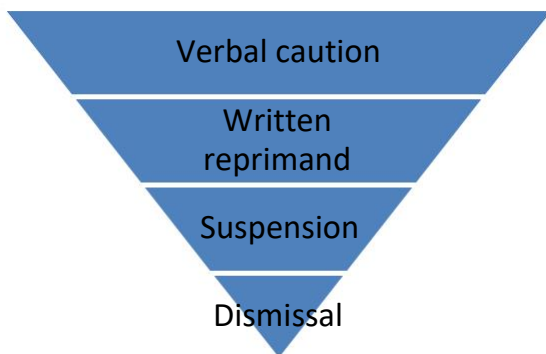


How to achieve the objective?

Step 1: Ensure the disciplinary procedure is **approved** by local authority when legally required.

Step 2: Prepare the training material, it must **contain**:

- Reminders of the factory’s policies: The factory has established policies that each and every worker should respect. The training content should include a clear reminder of those policies.
- Definition and purpose of the disciplinary procedure: The disciplinary procedure is established and implemented for each and every worker, and management staff, to know how to proceed, who to involve and how to record any violation of the factory’s policy. It also exists to define the disciplinary practices to implement. The training content should include a clear summary of the procedure;
- Description of the disciplinary measures: The disciplinary measures must be clear, progressive and free from any excessive sanction/punishment/salary deduction. The training content should include the list of disciplinary measures and case studies should be analyzed by the management staff to understand what an appropriate disciplinary measure is, and what could be considered as an excessive disciplinary measure ;
 - Example of illustration that can be used during the training to make workers and mid management understand.



Fact-sheet – Content of disciplinary practices training

Examples of case studies that can be used during the training, to make trainees think about the appropriate measure to take as per the policy.

Case Studies	Case study 2	Case study 3
Misconduct	A worker brings, without any permission, leftover fabric at home, which would have been thrown by his manager 2 weeks later.	A worker – despite the appropriate training – does not succeed to reach the production targets.
Applied disciplinary Measure	Verbal caution	Dismissal
Is the measure as per the policy ?		



- Confirmation of agreement and good understanding: The factory must ensure the management agrees and correctly understands the disciplinary procedure in place. The training content should include the formal agreement of each trainee on this procedure (by signature) and a final exam at the end of the training. This exam could contain multiple choices questions, but also case studies. Part of the training should be informative, another part should be an exchange of practices/experiences, concrete cases and difficulties faced in order to provide concrete and appropriate answers to the trainees.

Example of a training's structure.

Step 1	Step 2	Step 3
Explain the policy. Provide simple and direct rules.	Create case studies based on concrete examples. Trainees are invited to think and describe how they would define the suitable disciplinary measure to take.	Final exam to ensure understanding.

Step 3: Organize the training sessions as below:

- Initial training: For each management staff as soon as the disciplinary procedure is approved.
- Refresher training: At least once a year for each management staff.
- Introduction training: Included in any new management staff's onboarding process within the first month of employment.

Fact-sheet – Content of disciplinary practices training

Example of a training plan for a factory of 3 000 workers and 200 management staff.

January	Initial Training management staff (100 people) + Introduction training for newcomers
February	Initial Training management staff (100 people) + Introduction training for newcomers
March	Initial training workers (500 workers) + Introduction training for newcomers
April	Initial training workers (500 workers) + Introduction training for newcomers
May	Initial training workers (500 workers) + Introduction training for newcomers
June	Initial training workers (500 workers) + Introduction training for newcomers
July	Initial training workers (500 workers) + Introduction training for newcomers
August	Initial training workers (500 workers) + Introduction training for newcomers
September	+ Introduction training for newcomers
October	+ Introduction training for newcomers
November	+ Introduction training for newcomers
December	+ Introduction training for newcomers

Every year, a refresher training plan is organized for all workers.

Step 4: Record trainings and **monitor** trainees:

- Keep a record of **attendance** of each session;
- Keep a record of **final exam** results, to monitor trainees after the training session;
- Update the training content, especially with case studies, to make the training as practical and useful as possible.

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Common non-compliances

- Train only Human Resources staff;
- Provide informative sessions instead of training sessions;
- Train newcomers only during the annual training sessions.



Good practices

- Organize refresher training every time the disciplinary procedures or policies are updated (even if the last training was organized less than one year ago);
- Organize training for all workers to explain the disciplinary procedures and measures.

