

# DISCIPLINARY PENALTY ASSESSMENT (DPA)

Discipline Doesn't Fail on Facts. It Fails on Penalty.

## Most discipline cases don't fail because management lacked a reason.

They failed because the penalty could not withstand arbitration scrutiny. Arbitrators evaluate discipline using a penalty "scorecard" based on the **Seventh Principle of Just Cause**—whether the penalty is reasonably related to the offense and the employee's overall record, including aggravating and mitigating factors. They do not replace their judgment for managements unless there is a just-cause defect—the McCoy boundary line. This two-hour, management-focused webinar teaches the same analytical framework arbitrators use, allowing you to test penalty risk before discipline is imposed.

### IN TWO HOURS, YOU WILL LEARN HOW TO:

- Conduct a Disciplinary Penalty Assessment (DPA)
- Identify aggravating and mitigating factors that affect outcomes
- Apply proportionality, total record, internal consistency/past practice, and corrective vs. punitive discipline defensibly
- Avoid reversals caused by excessive or inconsistent penalties

**WHO SHOULD ATTEND:** Managers and supervisors with disciplinary authority, Human Resources, Labor Relations professionals, and Management representatives handling grievances or arbitration.

### WHY IT MATTERS

Because penalty mistakes—not misconduct—cause grievances, arbitration losses, and damage management credibility. DPA is the penalty stress test that predicts—before the grievance—whether your discipline will withstand the Seventh Principle.

### ADDED VALUE

Each participating agency receives **the DPA Program and a one-year subscription to the VMA Training and Resources Center, which includes access to our Employer–Employee Relations publications.**

Webinar live

**May 28, 2026 from 1:00-3:00pm EST**

**Tuition: \$175 first registrant, \$30 each additional  
P.O's, Vouchers, Claims, CC, Checks accepted**

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