

# **Reducing the Risk of Losing**

## **A Disciplinary Penalty Assessment (DPA)**

Few managerial actions are more damaging to executive command authority than losing a challenge to a disciplinary penalty assessment. The reality is, most failures aren't about the case, they're about the **“penalty”** being judged excessive, inconsistent, or unsupported. That's where agencies lose.

This session provides the DPA Program for a clear, arbitration-tested framework to assess disciplinary penalties *before* they are imposed—so your decisions stand, your credibility holds, and your agency avoids costly reversals, grievances, and unnecessary risk.

Participants will learn:

- how to assess disciplinary penalties using arbitration-based standards,
- apply the Seventh Principle of Just Cause
- fairly weigh aggravating and mitigating factors
- gain the ability to identify high-risk decisions early and ensure discipline is consistent, defensible, and sustainable.
- clearer understanding of arbitral expectations
- reduce arbitration reversals

**Duration:** Approximately 2 hours....

*Extended based on class size to allow for real-world case discussion and command-level Q&A. Larger groups benefit from expanded analysis and shared perspectives.*

**Bonus:** All attending agencies receive a one-year subscription to VMA's Human Performance Management (HPM) Development Program—providing ongoing learning resources, that includes the **VMA DPA Program for your desktop**, and tools to strengthen **accountability, performance, and decision-making** across the organization.

Webinar live

**June 17, 2026 from 1:30-3:30pm EST**

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

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