



Employment Practices



Making the Right Call: Fair, Defensible Decisions That Support Your People and Strengthen Your Workplace

Employee discipline is often treated as a compliance exercise—something to get through, document, and move on from.

But in reality, these decisions shape your workplace. They impact morale, trust, retention, and how employees experience leadership day to day. And when challenged—by a union, a hearing officer, or in court—those decisions are closely examined.

This session takes a different approach.

Rather than focusing on how to discipline employees, we focus on how to **make better decisions from the start**—decisions that are fair, consistent, and able to stand up to outside scrutiny.

We'll work through real-world scenarios and look at them from multiple perspectives:

- Where are the risks?
- What questions will be asked later?
- What would someone reviewing this decision see—or challenge?

The goal is not to increase discipline.

The goal is to improve it.

When handled well, discipline becomes part of a broader leadership strategy—one that supports employee growth, reinforces expectations, and contributes to a healthier, more stable workplace.

We'll Focus on:

DATE & TIME

Thursday
May 21, 2026
9:00 AM- 12:00 PM

LOCATION

Virtual

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Presenter Eric Atstupenas

Eric Atstupenas currently serves as the General Counsel for the Massachusetts Chiefs of Police Association. He is licensed to practice law in Massachusetts, Rhode Island, and Connecticut.

[FULL BIO](#)

- Making decisions that are fair, consistent, and defensible
- Strengthening documentation and reasoning
- Understanding how third parties evaluate workplace decisions
- Using progressive discipline as a tool for development—not just correction
- Aligning decision-making with goals like retention, morale, and organizational trust

This is a practical, discussion-driven session designed for public sector supervisors, managers, and leaders who want to support their people, make confident decisions, and build stronger teams.

Disclaimer: The material contained herein is intended for general informational purposes only. It is not intended as legal advice and should not be construed as such. Any inquiries concerning Massachusetts law should be directed to a city solicitor, town counsel or other licensed attorney.



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