

Checklist for Termination

Prior to taking personnel action supervisors should ask:

What are the legal issues?

- Do you have the records you need?
- Does it look as if you're out to "get" this employee?
- Is there a possibility of discrimination (sex, age, race, religion, workers' compensation, disability, national origin, marital status, garnishment, leave status, polygraph, etc.)?
- Will the employee soon vest in any bonus, retirement benefit or other benefit?
- Has the employee protested any working conditions?
- Has the employee been properly paid?

What alternatives are available?

Naturally, there are many clear-cut cases where termination is the only alternative. There are, however, other possibilities to consider. For example:

- Reassignment
- Further training
- Counseling.

What are the steps to discharge?

Will the employee be surprised? Confront employees as soon as you see them failing to perform to your standards. Your direction to them must be clear, concise and specific information as to what results you expect and by when. Then tell them that if they do not produce the results, they will be fired. The next time an employee has a problem, you can see whether it is a new one or the same one recurring and make an intelligent decision about firing the person.

Did we investigate? Find out what really happened. Give the employee a chance to explain.

Have we followed our policy? Each time you confront or discipline an employee, note the incident. Disciplinary steps may be enforced by the following methods: verbal warnings, written warnings, or termination. Factors which may be considered in the decision of the appropriate steps include:

- Seriousness of conduct
- Employment record

- Employee's ability to correct conduct
- Action taken with respect to similar conduct by other employees
- Effect on customers, guests, clients, vendors
- Surrounding circumstances.

Did we tell employees which actions lead to immediate discharge? For example,

- Theft
- Falsification of employment records, time records, deposit slips, register tapes, guest checks, or other Company records
- Use, possession, being under the influence of alcohol, narcotics, or comparable items while on duty
- Willful destruction of or damage to Company property
- Fighting or willful acts (on the job, on Company premises, or on Company business) resulting in injury to others
- Willful disclosure of confidential Company information
- Rudeness to any customer
- Insubordination.