

JUST-CAUSE CONCEPT

DISCIPLINARY DECISION MAKING AND DELIVERY

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FORMAL +/-/? JUST-CAUSE ANALYSIS

- 1) REVIEW PINK PAGES D-1, D-2, D-3, "JUST-CAUSE CONCEPT" AND DETERMINE "PREPONDERANCE OF EVIDENCE" UTILIZING +/-/? JUST-CAUSE ANALYSIS PAGES D-4 (RED PAGES) TO DETERMINE IF DISCIPLINARY ACTION IS JUSTIFIED FOR THIS EMPLOYEE IN THIS INCIDENT.
- 2) REVIEW SPECIFIC MISCONDUCT CHECKLIST IN THE MARC MANUAL AND PERFORM +/-/? JUST-CAUSE ANALYSIS FOR TOPICS NOT PREVIOUSLY CONSIDERED IN 1 ABOVE.
- 3) IF IT IS DETERMINED THAT DISCIPLINARY ACTION WILL BE JUSTIFIED, REVIEW EMPLOYEE PERSONNEL RECORDS TO HELP DETERMINE THE APPROPRIATE PENALTY, IF ANY.
- 4) REVIEW INFORMATION AND UTILIZE D-4A TO MAKE DECISION.
- 5) DISCUSS DECISION WITH LABOR RELATIONS REPRESENTATIVE TO OBTAIN A "CONSENSUS DECISION."
- 6) REVIEW INFORMATION WITH TOP-LEVEL MANAGER AND GET "CONSENSUS DECISION."
- 7) REVIEW AGREEMENT PROVISIONS AND COMPANY POLICIES TO ENSURE ALL CONSIDERATIONS REGARDING HEARINGS, NOTIFICATIONS, ETC. HAVE BEEN MET.

PREPARE DISCIPLINARY LETTER

- 1) REVIEW PAGES D-5, (219-221) IN THE MARC MANUAL AND REFER TO JUSTIN BOOK ONE PAGES 485-616 FOR LETTER SAMPLES.
- 2) OBTAIN ASSISTANCE OF LABOR RELATIONS DEPARTMENT TO FORMALLY PREPARE LETTER.
- 3) REVIEW PAGES 225-228 IN THE MARC MANUAL AND PAGES 181-191 OF "JUST-CAUSE UNIT" IF TERMINATION HAS BEEN DECIDED UPON.
- 4) REVIEW TERMINATION OF EMPLOYMENT CONSIDERATIONS WITH TOP-LEVEL MANAGER AND LEGAL DEPARTMENT BEFORE ANNOUNCEMENT OF TERMINATION OF EMPLOYMENT FORMALLY TO ANYONE.

PRESENT DISCIPLINARY ACTION

- 1) HAVE PRESENT STEWARD, EMPLOYEE (ON COMPANY TIME), SUPERVISOR, WITNESS, IMMEDIATE SUPERVISOR.
- 2) PRESENT COPY OF LETTER TO EMPLOYEE AND TO STEWARD AND READ LETTER AND REVIEW IT WITH THEM. ASK IF THEY HAVE ANY QUESTIONS REGARDING LETTER CONTENT, INFORM THEM THE LETTER IS IN THE PERSONNEL FILE.
- 3) REVIEW APPROPRIATE RULE, POLICY, AGREEMENT CLAUSE.

FOLLOW UP **UTILIZE CHECKLIST PAGE D-6**