



You're Fired!

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Disciplining Employees Properly

Document, Document, Document!



The “George Washington Program”:

Make Problem Employees Part of History



The Golden Rule of Discipline:

If it isn't in writing...
It doesn't count!!



- **Juries/arbitrators will only believe you if you put it in writing**
- **When it's just your word against theirs, you lose most of the time**



Termination: Two Kinds of Termination



1. Misconduct

- ◆ Reasonable Investigation

2. Performance

- ◆ Reasonable Notice



Misconduct Terminations

Credibility Through Investigation

- Document the complaint
- Interview the witnesses
- Ask “W” questions
- Get statements



Misconduct Terminations

Credibility Through Investigation

- “Investigative Questionnaire”
- Follow-up on new evidence
- Prepare a wrap-up memorandum
- Prepare a written termination notice



Performance Terminations

**Credibility
Through
Notice**

NOTICE

EXPLANATION

ASSISTANCE

TIME TO IMPROVE



Performance Terminations

Written or Verbal Warnings?

- Are you coaching or counseling?
- Are you training or making a paper trail?
- Is this the first time?
- What do you want to do next?



Delivering the Counseling Report



Be careful of the counseling form you use

- ▶ Have a witness
- ▶ Explain reasons
- ▶ Get a signature or equivalent
- ▶ Put it in the personnel file



Final Termination Steps



- ▶ Suspend Pending completion of investigation
- ▶ Written notice
- ▶ Have a witness
- ▶ Explain reasons
- ▶ Get a signature
- ▶ Escort them out
- ▶ Final memo
- ▶ Final pay



Thank you for your time!

**Questions?
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