

## Questions to Ask Prior to Terminating, Suspending or Demoting an Employee

- Have I fired, suspended, or demoted other people under similar situations?
- Have I not fired, suspended or demoted someone under similar (or worse) circumstances?
- Did I follow our progressive discipline policy? If not, why not and can I justify it?
- Is there adequate documentation in the personnel file showing that I tried to address this situation previously in other ways?
- Have my discussions with the employee, and all of my writings regarding the issue, been consistent?
- Did I give the employee adequate opportunity to try to remedy the situation, and explain the consequences of failing to modify the behavior?
- Did I present the issues to the employee in writing, and did I maintain copies?
- Have I explained, before officially terminating, suspending, or demoting all of the reasons for the termination, suspension, or demotion?
- Is there any basis on which someone might be able to argue that there is more going on in this situation?