**Carol Daugherty’s seven questions to determine just cause.**

Carol Daugherty, a labor arbitrator, offers the following seven questions to determine firing for just cause.

1. Did the company give to the employee forewarning or foreknowledge of the possible or probably disciplinary consequences of the employee’s conduct?

2. Was the company’s rule or managerial order reasonably related to (a) the orderly, efficient, safe operation of the company’s business and (b) the performance that the company might properly expect of the employee?

3. Did the company, before administering discipline to an employee, make an effort to discover whether the employee did in fact violate or disobey a rule or order of management?

4. Was the company’s investigation conducted fairly and objectively?

5. At the investigation did the company “judge” obtain substantial and compelling evidence or proof that the employee was guilty as charged?

6. Has the company applied its rules, order, and penalties evenhandedly and without discrimination to all employees?

7. Was the degree of discipline administered by the company in a particular case reasonably related to (a) the seriousness of the employee’s proven offense and (b) the record of the employee in his service with the company?