

## Classic 7 Tests of Just Cause

1. **Notice:** Did management adequately warn the employee of the consequences of the conduct?
2. **Reasonable Rule:** Was management's rule reasonably related to efficient and safe operations?
3. **Investigation:** Did management investigate before administering discipline?
4. **Fair Investigation:** Was the investigation fair and objective?
5. **Proof:** Did the investigation produce substantial evidence or proof of guilt?
6. **Equal Treatment:** Were the rules and penalties applied evenhandedly and without discrimination?
7. **Penalty:** Was the penalty reasonably related to the seriousness of the offense and the employee's past records?



## Modern Simplified Just Cause Standard

1. **Due Process:** Was there due process? (notice, full and fair investigation)
2. **Proof:** Did the employee do it?
3. **Penalty:** What is the reasonable range of discipline?