

**Progressive Discipline**  
**Case Study**

1. Ellen has been with MRG for 3 months. She is not a very good counter person. You wish she would just go away. The other day she was not very polite to a guest. The guest was not really offended, but “just wanted you to know.” When Ellen comes in, you fire her. You are extremely happy that Ellen is gone. But is she? Ellen contacts the HR Department. When the HR person looks at Ellen’s folder, he finds no prior write-ups or Coach and Counsels.

**Response:**

- We never terminate on the spot
- This was a “B” Matrix violation (Ask them to give you the number)
- A written Warning should be given

2. You have two crew people:

- a. John: White, great employee
- b. Sam: African American, not that good

John and Sam are both late again for the 3rd time. Neither of them called in advance to explain why they were going to be late. You have followed MRG’s Progressive Disciplinary system throughout the entire process. When they both go to clock in, you ask Sam to come into the office. You then explain to Sam that you are writing him up for being late. Sam says he understands. You and Sam then leave the office. You both pass by John and you start talking to John about last night’s football game. Sam can’t believe that John also didn’t get written up.

- A. What is wrong with the way you handled this?
- B. What could Sam do?

**Response:**

- Look at “C” Matrix violations and make sure they understand why John and Sam should receive a Written Notice
- Talk about what Manager did wrong. No favorites

3. You really get along well with the staff. You cover for them instead of disciplining them. You watch out for them and in return, they watch out for you, or so you thought. John, Sam and Alex have just been caught drinking on the back dock by the AD. When he goes to Suspend them, they all tell him that “You” have seen them in the past doing this and didn’t do anything. The AD asks you about it.

**Response:**

- As a Manager, you can not be friends with the staff. You need to respect them and teach them, but do not become friends with them.
- Drinking in Arby’s/Dunkin Donuts is an “A” Matrix Violation. Immediate Suspension pending Investigation
- You are now liable. The Area Director will need to Suspend you pending Investigation along with John, Sam and Alex

4. Julie, a great employee, informs you that a vendor made inappropriate sexual remarks to her. What are you going to do?

**Response:**

- This type of behavior is not appropriate and not allowed by employees, guests and/or vendors
- You need to inform your GM or AD at once
- This behavior is an “A” Matrix violation: A4

5. Two employees are giving each other back rubs. A third employee watches, but does not say anything. What are you going to do? Do you just do nothing?

**Response:**

- This type of behavior is not appropriate and not allowed in any MRG restaurant
- Even though the employee watching does not say anything, you must ACT!
- If it happens again, you will need to give the employees a written warning

6. Tina did not contact you to inform you that she would be late. This is her first time. What are you going to do?

**Response:**

- "C 2" Matrix Violation: Oral Written Warning

7. Jim, your great assistant manager, has been taking product home at night and not paying for it. What are you going to do?

**Response:**

- Let your GM/AD know the issue
- This is an "A" Matrix Violation (A1)
- Jim needs to be Suspended pending Investigation

Remember: We never terminate an employee on the spot. We suspend pending Investigation and Termination

---

Employee Name

---

General Manager's Name

---

Date