



Identifying the Troubled Employee

Check all that apply to the employee in question. While any of these actions may be indicative of a troubled employee, remember that all employees occasionally exhibit some of these problems. The key is to look for consistent behavioral patterns that signal the need for intervention.

Absenteeism

- Leaving Without Permission
- Excessive Sick Leave
- Frequent Monday and/or Friday Absences
- Late to Work, Especially on Monday Mornings and/or Returning From Lunch
- Leaving Work Early
- Peculiar and Increasingly Unbelievable Excuses for Absences and/or Lateness
- Absent More Often Than Usual for Colds, Flu, Gastritis, etc.
- Frequent, Unscheduled Short-term Absences, With or Without Medical Explanation

Presenteeism

- Continued Absences From Post or “Goofing Off”
- Longer-than-normal Coffee Breaks
- Repeated On-the-Job Physical Illness For Which the Employee Does Not Seek Medical Attention
- Frequent Trips to the Restroom

High Accident Rate

- History of On-the-Job Accidents
- History of Off-the-Job Accidents Affecting Job Performance
- “Horseplay” or other actions causing unsafe work conditions

Concentration Difficulties

- Work Requires Greater Effort Than Normal
- Assignments Take More Time to Complete
- Repeated Mistakes Due to Inattentiveness
- History of Bad Decisions and/or Poor Judgment

Memory Problems

- Difficulty in Recalling Instructions, Details, Conversations, etc.
- Difficulty Recalling One’s Own Mistakes

Confusion

- Difficulty Following Instructions
- Increasing Difficulty Handling Complex Assignments

Uneven Work Pattern

- Alternating Periods of High and Low Productivity

Reporting to Work

- Coming to/Returning to Work in an Obviously Altered Condition

Lowered Job Efficiency in General

- Missed Deadlines
- Waste, Using More Material(s) Than Necessary
- Complaints From Customers or Clients
- Improbable Excuses for Poor Job Performance
- Cannot Be Depended on to be Where They Say They Will Be or Do What They Say They Will Do

Poor On-the-Job Relationships

- Failure to Keep Promises and Unreasonable Excuses for Failing to Keep Promises
- Over-Reaction to Real or Imagined Criticism
- Wide Mood Swings
- Borrowing Money From Co-Workers
- Unreasonable Resentments
- Avoiding Other Employees
- Lying and Exaggerating