Checklist of Unsatisfactory Job Performance

Identifying the Impaired Employee
Think about the employees you supervise. Go through the list below and place a check mark next to each behavior you have observed in your employees.

■ Absenteeism
  □ Instances of leaving without permission
  □ Excessive sick leave
  □ Frequent Monday and/or Friday absences
  □ Repeated absences, particularly if they follow a pattern
  □ Lateness at work especially on Monday morning and/or returning from lunch
  □ Leaving work early
  □ Peculiar and increasingly unbelievable excuses for absences or lateness
  □ Absent more often than other employees with colds, flu, gastritis, etc.
  □ Frequent unscheduled short-term absences (with or without medical explanation)

■ On-the-Job Absenteeism
  □ Continued absences from post more than job requires; “goofing off”
  □ Long coffee breaks
  □ Repeated unresolved physical illness on the job
  □ Frequent trips to the restroom

■ High Accident Rate
  □ Accidents on the job
  □ Accidents off the job (but affecting job performance)
  □ “Horseplay” which causes unsafe conditions

■ Difficulty in Concentration
  □ Work requires greater effort
  □ Jobs take more time
  □ Repeated mistakes due to inattention
  □ Making bad decisions due to poor judgement

■ Problems with Memory
  □ 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
  □ Alternate periods of high and low productivity

■ Reporting to Work
  □ Coming to/returning to work in an obviously altered condition

■ General Lowered Job Efficiency
  □ Missed deadlines
  □ Wasting more material
  □ 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 Employee Relationships on the Job
  □ Failure to keep promises and unreasonable excuses for failing to do so
  □ Overreaction to real or imagined criticism
  □ Wide mood swings
  □ Borrowing money from coworkers
  □ Unreasonable resentments
  □ Avoidance of associates
  □ Lying and exaggerating

If you have checked some of these items, you may have identified an employee whose work performance is affected by a personal or emotional problem. Document each occurrence in your supervisory records, and when the situation warrants action, conduct appropriate supervisory intervention.

When the performance cannot be attributed to a “management problem” your intervention should include discussion with and referral to an experienced professional who can assist the employee in making necessary changes.