

SUPERVISOR'S CHECKLIST

EMPLOYEE'S APPEARANCE

- Sloppy
- Inappropriate clothing

MOOD

- Withdrawn
- Sad
- Mood swings, high and low
- Suspiciousness
- Extreme sensitivity
- Nervousness
- Frequent irritability with others
- Preoccupation with illness and death (morbidity)

ACTIONS

- Physically assaultive or threatening
- Unduly talkative
- Exaggerated self-importance
- Rigidity or the inability to change plans with reasonable ease
- Making incoherent or irrelevant statements on the job
- Over-compliance with any routine, making it a ritual
- Frequent argumentativeness
- Frequent outbursts of crying
- Excessive amounts of personal telephone time

JOB PERFORMANCE

ABSENTEEISM

- Multiple instances of improper reporting of time off
- Excessive sick leave
- Repeated absences following a pattern
- Excessive lateness in the morning or upon returning from lunch
- Peculiar and increasingly improbable excuses for absences
- High absenteeism rate for colds, flu's, gastritis, general malaise, etc.
- Frequent unscheduled short-term absences (with or without medical explanation)
- Frequent use of unscheduled vacation time

OVER

"ON THE JOB" ABSENTEEISM

- Continued absence from job location more than job requires
- Frequent trips to water fountain or restroom
- Long coffee breaks

ACCIDENTS

- Physical complaints on the job
- Accidents on the job
- Accidents off the job

WORK PATTERNS AND PRODUCTION

- Current work assignment requires more effort than previously taken
- Work takes more time to produce
- Difficulty in recalling instructions, understanding office procedures, etc.
- Display of disinterest in work
- Increased difficulty in handling complex assignments
- Difficulty in recalling previous mistakes, although these have been brought to the employee's attention
- General absentmindedness or forgetfulness
- Alternate periods of high and low productivity
- Coming to work in an intoxicated condition
- Missed deadlines
- Mistakes due to poor judgment
- Outside complaints about the employee's work
- Improbable excuses for these poor patterns
- Carelessness

EMPLOYEE RELATIONSHIPS ON THE JOB

- Over-reaction to real or imagined criticism
- Wide swings in job morale
- Borrowing money from coworkers
- Unreasonable resentments against coworkers
- Repeated and compulsive criticism of the company
- Persistent requests for job transfer
- Unrealistic expectation for promotion
- Abrasiveness with others (managers and coworkers)

WORK-RELATED RELATIONSHIPS IN THE COMMUNITY

- Inappropriate behavior at company business meetings
- Complaints from the community concerning the employee