

IDENTIFYING THE IMPAIRED EMPLOYEE

PRESENTED BY NEW DIRECTIONS BEHAVIORAL HEALTH

1. Recognition

- Focus on work performance only – no rumors or hearsay
- Utilize checklists for assistance
- Look at all aspects of functioning in the workplace

2. Documentation

- Objective information only in documentation
- Do not include impressions, opinions, or assumptions
- Complete documentation before test results are known

3. Consultation

- Have someone at your level or supervision (or higher) to corroborate your observations
- Contact HR when you have reasonable suspicion before proceeding

4. Development of action plan

- If test results are positive – will you terminate or refer to the EAP?
- If test results are negative – how will you address the concerning behaviors?
- Clearly document your concerns and action plan to share with employee

5. Meeting with employee

- Present employee with the behaviors which concern you
- Be prepared for evasion, anger, tears, and other diversionary tactics
- Consider having HR or another supervisor included during this discussion

6. Support and supervise

- Maintain confidentiality throughout this process
- Be ready to answer team members' questions regarding the employee
- If the employee returns to their position work with them fairly and objectively



Work Performance Checklist

Use this checklist when you have concerns about an employee's declining performance. As an observational aid, you can track troubling behaviors that occur frequently or consistently over time.

Employee's Name					
Date	Date	Date	Date	Date	
					Appearance
					Poor grooming
					Inappropriate clothing
					Mood
					Withdrawn
					Sad
					Mood swing – high or euphoric
					Mood swing – low or depressed, angry, irritable
					Suspiciousness
					Preoccupied with illness or death
					Behavior
					Physical assault or threatening assault
					Extreme talkativeness
					Exaggerated self-importance
					Rigid – inability to change plans with reasonable ease
					Making incoherent or irrelevant statements at work
					Turning routines into "rituals"
					Argumentativeness
					Crying outbursts
					Excessive personal telephone time

Date	Date	Date	Date	Date	
					Absenteeism
					Improper report of time off
					Excessive sick leave or repeated absence on a particular day
					Excessive lateness in AM or after lunch
					Peculiar or improbable reasons for absences
					Frequent unscheduled vacation requests
					On the Job Absence – Presenteeism
					Continued unnecessary absence from job location
					Frequent trips to water fountain or rest room
					Long coffee breaks
					Day dreaming or preoccupied with issues other than work
					Accidents
					Physical complaints on the job
					Accidents on or off the job
					Frequent "near misses"
					Work Patterns and Productivity
					Current work assignments take more effort than previously
					Takes more time to produce work or is "careless" and inaccurate
					Difficulty in recalling instructions, understanding office procedures
					Increased difficulty in handling complex assignments
					Not recalling prior mistakes previously pointed out by supervisor
					General absentmindedness or forgetfulness
					Alternate periods of high and low productivity
					Coming to work intoxicated
					Missed deadlines
					Complaints from co-workers or customers
					Improbable excuses for poor productivity patterns

Date	Date	Date	Date	Date	
					Employee Relationships
					Overreaction to real or imagined criticism
					Wide swings in morale
					Borrowing money from co-workers
					Unreasonable resentments against co-workers
					Repeated, possibly compulsive criticism about the company
					Persistent requests for job transfer
					Unrealistic expectation for promotion
					Abrasive with others
					Increased isolation from co-workers
					Inappropriate behavior at company social functions
					Other

Supervisor's Comments or Observations
