RECOGNIZING THE TROUBLED EMPLOYEE IN THE WORKPLACE

A supervisor’s decision to intervene should be based on deteriorating or unacceptable job performance.

Five Warning Signs:

1. **Performance Deteriorates**
   - Inconsistent work quality, lowered productivity
   - Erratic work pace, poor concentration
   - Signs of fatigue
   - Increased mistakes, carelessness, errors in judgment
   - Preoccupied manner

2. **Poor Attendance and Absenteeism**
   - Tardiness and absenteeism increase, especially before and after weekends and holidays
   - Early departures, extended lunch periods become more frequent
   - Unexplained disappearance from work area

3. **Attitude and Physical Changes**
   - Details neglected, assignments incomplete or sloppy
   - Blame others for individual’s own shortcomings
   - Peers and supervisors deliberately avoided
   - Declining personal appearance
   - Declining ability to get along with others
   - Poor morale among colleagues
   - Noticeable changes in mood and personality (i.e. crying spells, defensiveness, irritability, hostility)

4. **Health and Safety Hazards Increase**
   - Higher than average accident rate
   - Careless handling of equipment
   - Taking needless risks to raise productivity following periods of low achievement
   - Disregard safety of peers
   - Negligent in following safety procedures

5. **Domestic Problems Emerge**
   - Frequently recurring financial problems
   - Increased complaints about family/mental problems