



HUMAN RESOURCES  
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## SUPERVISOR'S CHECKLIST

This checklist should be helpful in analyzing an employee problem and determining what disciplinary action might be appropriate. It is intended to help you remain objective in analyzing and administering progressive disciplinary action. "No" answers may indicate that more information, further analysis, or non-disciplinary action is required before you move to the next progressive step. You should answer all questions before you decide on a plan of action. Please contact Human Resources Employee Relations at 481-6177 for further consultation.

Yes	No	<b>Work Performance Problem</b>
		Is the employee adequately performing the work assignment?
		Does the employee understand your expectations? (What to do, how to do it, why to do it, when to do it?)
		Does the employee have access to, and know where to find, written instructions/procedures?
		Has the employee ever demonstrated the skill?
		Is the skill the employee lacks one that can be taught?
		Based on experience/education, is it a skill the employee should possess?
		Could the employee perform the skill if he/she wanted to?
		Is the work expected reasonable?
		Has the job changed?
Yes	No	<b>Behavior Problem</b>
		Is the employee's behavior appropriate/acceptable?
		Does the employee understand acceptable behavior?
		Has the behavior been unacceptable in the past?
Yes	No	<b>Supervisor's Responsibility</b>
		Have you provided adequate training?
		Is the cost for providing training reasonable?
		Are training courses available within the campus/community?
		Do you reinforce acceptable behavior?
		Has acceptable behavior been communicated with understanding to the employee?

<b>Yes</b>	<b>No</b>	<b>Employee Information</b>
		How long has the employee been employed at IPFW?
		Is the employee's work record above average compared to the rest of the work group?
		Is the rule that has been violated a reasonable one?
		Did the employee know the rule?
		Did the employee know your work expectations?
		Did the inappropriate conduct/behavior result in danger to others?
		Does your department have a past record of strict enforcement for this same/similar offense?
		Have you discussed the problem with the employee to get his/her side of the story? (Due Process)
		Has the employee been warned, did you communicate the consequences if the employee did not correct the problem?
<b>Yes</b>	<b>No</b>	<b>Appropriate Disciplinary Action</b>
		Have you checked University policy?
		Have you checked the past practice in the department?
		Have you imposed discipline that is progressive in nature and fits the incident?
		Have you set a follow-up date to discuss with the employee?
		Have you contacted HR?