

TABLE OF CONTENTS

INTRODUCTION	1
CHAPTER ONE: WHY WE MUST DEAL WITH PROBLEM EMPLOYEES	5
THE ROLE OF THE SUPERVISOR.....	8
CHAPTER TWO: WHO ARE THE PROBLEM EMPLOYEES: THE TOP TEN	11
CONDUCT PROBLEMS.....	13
The Weak Employee	13
The Guerrilla	16
The Employee From Hell.....	17
The Bully	20
ABSENTEE PROBLEMS.....	22
Chronic Absentee.....	22
Innocent Absentee	23
PERFORMANCE PROBLEMS	24
Sane Incompetent.....	25
Delusional Incompetent	25
Defiant Incompetent.....	26
Victim.....	27
CHAPTER THREE: THE TOOLS.....	31
PRIMARY TOOLS	31
Setting Rules	31
Formal Disciplinary Actions.....	32
Direct Order.....	32
Performance Appraisals	33
Performance Improvement Plans.....	34
SECONDARY TOOLS	34
Informal Discipline	34
Differential Treatment.....	35
NOT EFFECTIVE TOOLS	36
Psychiatric Counseling, Rehabilitation, or Therapy.....	36
Mediation or Alternative Dispute Resolution.....	37
Medical Fitness for Duty Examination	38
Alternative Discipline	38
Reassignment	39

Last Chance Settlement Agreements.....	40
Training	40
Positive Measures.....	41
Kindness and Appeasement	42

CHAPTER FOUR: THE LEGALITIES45

DISCIPLINARY ACTIONS.....	45
Employee Status	45
Burden of Proof in a Disciplinary Action	47
The Four Elements of Management’s Burden	48
Facts.....	48
Cause of Action	48
Formal Action Justified.....	49
Penalty Appropriate	50
Myths of Discipline	51
The Way to Fire People Is to Document.....	51
You Cannot Discipline Unless the Employee has Violated a Written Rule.....	53
You Must Always Start With Informal Discipline	54
You Cannot Discipline the First Time an Employee Commits an Offense, but Must Wait for a Certain Number of Violations	54
You Cannot Prove a Case With Only One Witness.....	54
Some Employees Are Invulnerable	55
NON-FORMAL MEASURES.....	56
PERFORMANCE ACTIONS	58
Using Performance Standards.....	58
Using Disciplinary Actions	58

CHAPTER FIVE: THE STRATEGIES AND TACTICS61

THE CONDUCT PROBLEMS	61
The Weak Employee	61
Strategies.....	61
Prevention	61
Immediate Correction.....	62
Further Actions.....	63
The Guerrilla.....	64
Confront Them	64
Create Consequences	64
Marginalize and Flatline Them.....	66
Look for Misconduct.....	66
The Employee From Hell.....	66
Weaknesses of the Employee From Hell	67
Tactics	67
Take Back the Offensive.....	67

Control the Controller.....	69
Don't Be Afraid to Trigger the Offenses	70
Defeat in Detail.....	72
Challenge and Fight All Excuses.....	73
Do Not Settle Complaints or Grievances.....	74
The Bully	75
Strategies.....	75
Set Rules and Constantly Reinforce Them	75
Deal With the Little Problems Right Now	76
Discipline, Not Therapy.....	77
Don't Worry About Pushing Witnesses	77
THE ABSENTEE PROBLEMS.....	78
The Innocent Absentee	78
The Rules.....	78
The Positive.....	78
The Chronic Absentee	79
Option 1—Force the Employee to Either Work or Go AWOL.....	80
Create a Fence of Rules.....	80
Question Absences	81
Use Leave Restriction	82
Require Documentation.....	83
Deny Absences and Charge AWOL	83
Discipline for AWOL	84
Option 2—Burning Their Leave.....	84
PERFORMANCE PROBLEMS	85
Sane Incompetent.....	85
Give Specifics	86
Offer No Hope.....	86
The Delusional Incompetent.....	86
Do Not Waste Time During Feedback	87
Do Not Waste Time Training	88
The Defiant Incompetent	88
Hold Them Accountable	88
Watch for and Note Time-Wasting	89
Use Immediate Disciplinary, Not Gradual Performance Measures.....	90
The Victim.....	90
Strategies.....	91
Make the Employee Accountable.....	91
Give No Special Treatment	92
Don't Fall for the Tears.....	92
Do Not Yourself Become the Victim	93
CHAPTER SIX: THE GAMES PEOPLE PLAY	95
WALKING OFF THE JOB.....	95

RECORDING OTHERS	96
DEMANDING A WITNESS	97
THE LETTER FIGHT	97
DEMANDING OVERTIME	99
THE PARENT TRAP	99
HARMFUL "ACCIDENTS"	100
INJURIES AND OWCP CLAIMS.....	101
CHAPTER SEVEN: NON-PROBLEMS	103
THE MISFIT	103
THE WHINER.....	105
The Protester—Protected or Not?	106
CHAPTER EIGHT: FIGHTING THE SYSTEM	109
FORCE FIELD ANALYSIS	110
Driving Forces.....	111
Restraining Forces	111
STRATEGIES FOR DEALING WITH INTERNAL FORCES	112
Challenging Assertions	112
Create Written Requests	114
Demand Written Responses	115
Go Over Their Heads.....	115
Create Fear.....	115
Formally Propose Actions or Take Actions Under Your Own Authority	117
Seek Forgiveness, Not Approval	118