

Douglas Factor Evaluation Checklist

Douglas Factor 1-Seriousness of Offense

- a. How does the charged conduct affect the agency's operations and/or mission?
- b. Was the action intentional/deliberate or inadvertent? Explain.
- c. Was it an isolated incident or was conduct repeated? Explain.
- d. Did the employee gain anything from the conduct? What?

Douglas Factor 2-Job Level and Type of Employment

- a. Is the employee a supervisor/manager?
- b. Does the person occupy a position of trust? How does the employee's charged conduct relate to his/her position of trust?
- c. Does the employee occupy a position of prominence? Explain.

Douglas Factor 3-Prior Misconduct

- a. Does the employee have a prior disciplinary record? What for? When?
- b. Is the prior discipline for similar conduct as the current charge(s)? Explain.
- c. Is the discipline a matter of record?
- d. Is it time-barred, i.e. reprimand over 1 year, contract article?
- e. Is the prior discipline still being challenged? Explain.

Douglas Factor 4-Employee's Past Work Record

- a. Length of service?
- b. Prior work record? What do appraisals say?
- c. Ability to get along with others?
- d. Dependability?

Douglas Factor 5-Erosion of Supervisory Confidence

- a. Is there a loss of trust and confidence? Explain without vague conclusions.
- b. How do job duties relate to a loss of trust and confidence?

Douglas Factor 6-Consistency of Penalty

Is the penalty consistent with that imposed for other employees for similar charges? If not, why?

Douglas Factor 7-Notoriety

- a. Any publicity regarding conduct? What type? Explain.
- b. Any complaints, concerns registered by customers, public, etc.?

Douglas Factor 8-Notice of warning about conduct

- a. Any counseling documented? Copies given to employee?
- b. Any training involving charged violation?
- c. Any general Standards of Conduct briefings? When?
- d. Any letter of expectations provided to the employee about conduct?

Douglas Factor 9-Potential for Rehabilitation

- a. Early truthful admission?
- b. Remorsefulness/contrition?
- c. Getting assistance with the problem?
- d. Reporting of Misconduct before investigation?

Douglas Factor 10-Mitigating Circumstances

- a. Personal Problems?
- b. Emotional distress?
- c. Medical condition?
- d. Unusual Job tensions?
- e. Malice or provocation by others?

Douglas Factor 11-Effectiveness of a lesser sanction

- a. If removal, why not lesser sanction?
- b. Did you consider other alternative sanctions? If not, why? If so, why did you not mitigate?

I hereby certify that I have considered the eleven (11) factors as indicated above (with my initial next to each factor) in making my penalty determination.

Signature

Date