

# **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 trust? How does the employee's charged conduct related 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 2 years, 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 - Consistency of Penalty with Table of Penalties**

- a. Is the charged conduct listed in the Table of Penalties?**
- b. If not, what offense is most similar?**
- c. Is the proposal penalty within the range identified in table? If not, why?**

## **\_\_\_ Douglas Factor 8 - Notoriety**

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

\_\_\_\_ **Douglas Factor 9 - Notice of warning about conduct**

- a. Any non-disciplinary counseling documented? Copies given to employee?
- b. Any briefings/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 10 - Potential for Rehabilitation**

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

\_\_\_\_ **Douglas Factor 11 - Mitigating Circumstances**

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

\_\_\_\_ **Douglas Factor 12 - 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?

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**I hereby certify that I have considered the twelve (12) Douglas factors as indicated above (with my initial next to each factor) in making my penalty determination.**