

# Employer Decision Risk Packet

A practical follow-up tool for Texas employers without a full HR department

This packet helps you identify where employee decisions may be exposed before the next complaint, termination, performance issue, or supervisor mistake forces action.

*This tool is for management readiness and HR decision planning. It is not legal advice and does not replace consultation with legal counsel when legal risk, protected activity, leave, wage, discrimination, harassment, retaliation, accommodation, or agency matters are involved.*

## Need your score reviewed?

Apply for the Employer Risk Reset Diagnostic  
[faulknerhrsolutions.info/risk-reset](http://faulknerhrsolutions.info/risk-reset) | 210.446.8730

# 1. People Problem Risk Map

Score each area and identify your weakest point

Organization: \_\_\_\_\_ Date: \_\_\_\_\_

Employees: \_\_\_\_\_ Completed by: \_\_\_\_\_

Primary issue causing concern: \_\_\_\_\_

Dedicated HR professional?  Yes  No  Shared role  Outsourced

## Score Table — Rate each area 0, 1, or 2

Risk Area	Score	Notes
Documentation	___ / 2	What file or issue did you use to score? _____
Supervisor Consistency	___ / 2	Which supervisors or departments create the most variation? _____
Termination Readiness	___ / 2	Which recent decision came to mind? _____
Onboarding & Expectations	___ / 2	Is the gap role clarity, feedback, or authority? _____
Policy-Practice Alignment	___ / 2	Which policy does not match practice? _____

## Score Interpretation

Score	Meaning	What It Signals
0-3	High decision risk	Memory, personality, and reaction are carrying the system.
4-6	Moderate risk	The system exists in pieces, but gaps are visible.
7-8	Functional but vulnerable	The basics work until the issue gets harder.
9-10	Strong foundation	Maintain, test, and tighten before pressure hits.

## Reflection Questions

Which area scored lowest?

Which area creates the most immediate risk?

Which issue keeps repeating?

Which decision would be hardest to defend if questioned later?

What must be fixed first to make the next decision cleaner?

## 2. Neutral Reviewer Documentation Checklist

Test whether the file can explain the issue without the supervisor

Use this checklist to test whether a file explains the issue clearly enough for someone outside the situation to understand what happened, what expectation applied, and what happened next.

Employee: \_\_\_\_\_ Dept: \_\_\_\_\_ Supervisor: \_\_\_\_\_

Issue type:  Attendance  Conduct  Performance  Safety  Complaint  Other: \_\_\_\_\_

Date of issue: \_\_\_\_\_ Date documented: \_\_\_\_\_ Completed by: \_\_\_\_\_

### Seven Documentation Questions

Question	Yes	No	Notes
What happened is described in observable facts.	<input type="checkbox"/>	<input type="checkbox"/>	
The date, time, and location are included.	<input type="checkbox"/>	<input type="checkbox"/>	
The person who observed or received the information is identified.	<input type="checkbox"/>	<input type="checkbox"/>	
The applicable expectation, policy, or instruction is identified.	<input type="checkbox"/>	<input type="checkbox"/>	
The employee's response or explanation is noted.	<input type="checkbox"/>	<input type="checkbox"/>	
The correction, instruction, or next expectation is stated.	<input type="checkbox"/>	<input type="checkbox"/>	
The follow-up date, consequence, or escalation path is clear.	<input type="checkbox"/>	<input type="checkbox"/>	

### Red Flags — Pause if any are true

- Documentation relies on labels: "bad attitude," "insubordinate," "lazy"
- Notes are undated
- Supervisor waited weeks to document
- Documentation exists only in text messages
- File does not show prior expectations
- File does not show what the employee was told to do differently

***If a neutral reviewer could not understand the file without interviewing the supervisor, the documentation is not carrying the decision.***

# 3. Supervisor Consistency Gut Check

Test whether supervisors respond to similar issues with similar standards

Use this tool to test whether supervisors respond to similar employee issues with similar standards, documentation, escalation, and consequences.

## Scenario Table

Issue Type	Would supervisors respond the same way?	Where does variation show up?
Repeated attendance issue	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure	<input type="checkbox"/> Response <input type="checkbox"/> Documentation <input type="checkbox"/> Escalation <input type="checkbox"/> Consequence
Conduct or attitude issue	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure	<input type="checkbox"/> Response <input type="checkbox"/> Documentation <input type="checkbox"/> Escalation <input type="checkbox"/> Consequence
Performance issue	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure	<input type="checkbox"/> Response <input type="checkbox"/> Documentation <input type="checkbox"/> Escalation <input type="checkbox"/> Consequence
Employee complaint	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure	<input type="checkbox"/> Response <input type="checkbox"/> Documentation <input type="checkbox"/> Escalation <input type="checkbox"/> Consequence
Call-in, PTO, or scheduling issue	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure	<input type="checkbox"/> Response <input type="checkbox"/> Documentation <input type="checkbox"/> Escalation <input type="checkbox"/> Consequence

## Consistency Questions

- Do supervisors know when to document?
- Do supervisors know when to escalate to leadership?
- Do supervisors use the same standard for similar issues?
- Do employees receive different consequences depending on the supervisor?
- Does the owner have to step in to referee routine issues?
- Are certain employees treated differently because they are favored, difficult, long-tenured, or hard to replace?

***Inconsistency does not always look like unfairness to leadership. It often feels like unfairness to employees.***

## Action Prompt

Choose one issue type where supervisors vary most. Write the standard response you want every supervisor to follow.

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## 4. Termination Readiness Pre-Check

For management readiness only. Not legal advice.

Use this before termination, final warning, suspension, or serious corrective action. The goal is to determine whether the file is ready before the decision is made.

Employee: \_\_\_\_\_ Position: \_\_\_\_\_ Supervisor: \_\_\_\_\_

Proposed action: \_\_\_\_\_ Reason: \_\_\_\_\_

Date considered: \_\_\_\_\_ Internal reviewers: \_\_\_\_\_

### Readiness Questions

Question	Yes	No	Needs Review
The expectation, policy, or performance standard is clear.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The employee was aware of the expectation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The file includes facts, dates, and prior communication.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The employee had a chance to respond where appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Similar issues have been handled consistently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The proposed action matches the seriousness of the issue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership reviewed the documentation before action.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The final communication is prepared and factual.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Stop and get additional review if any of these are present:

- |   |  |
|---|--|
| <input type="checkbox"/> Recent complaint by the employee                   | <input type="checkbox"/> Protected activity  |
| <input type="checkbox"/> Leave request or medical issue                     | <input type="checkbox"/> Pregnancy-related issue                                     |
| <input type="checkbox"/> Workplace injury                                   | <input type="checkbox"/> Military leave concern                                      |
| <input type="checkbox"/> Wage or pay dispute                                | <input type="checkbox"/> Reported safety, compliance, or ethics concerns             |
| <input type="checkbox"/> Accommodation request                              | <input type="checkbox"/> Action affects benefits, final pay, commissions, or bonuses |
| <input type="checkbox"/> Harassment, discrimination, or retaliation concern | <input type="checkbox"/> Long-tenured employee with little prior documentation       |

***A termination decision should not be the first time the file gets organized.***

**If two or more items are marked "No" or "Needs Review," pause before acting and review the decision path.**

# 5. 30-Day HR Stabilization Plan

Tighten one weak part of your employee decision system over the next 30 days

Use this plan to tighten one weak part of your employee decision system over the next 30 days.

## Week 1: Identify the Top Risk Area

**Tasks:** Complete the Risk Map • Identify the lowest score • Identify one recurring issue • Identify who owns the fix

**Questions:** Which risk area scored lowest? | Which issue keeps repeating? | What happens if this escalates tomorrow?

**Deliverable: One-sentence risk statement.**

*Example: Our highest risk is termination readiness because supervisors are escalating performance issues without consistent documentation.*

## Week 2: Review One Recent File

**Tasks:** Choose one representative issue from the last 90 days • Use the Neutral Reviewer Checklist • Identify missing facts, dates, expectations, or follow-up

**Questions:** Could the file explain the issue without the supervisor? | What is missing? | What should be documented differently next time?

**Deliverable: One file gap list.**

## Week 3: Check Supervisor Consistency

**Tasks:** Choose one repeated issue type • Ask two supervisors how they would respond • Compare response, documentation, escalation, and consequence

**Questions:** Do supervisors respond the same way? | Where does the response vary? | Does the owner have to referee the issue?

**Deliverable: One supervisor decision standard to clarify.**

## Week 4: Choose One Policy-Practice Gap

**Tasks:** Pick one policy supervisors actually use • Compare handbook language to actual practice • Identify whether practice, policy, or supervisor direction needs to change

**Questions:** Does the policy match what happens in the field? | Are supervisors applying it consistently? | Does the policy support actual decisions?

**Deliverable: One policy-practice correction priority.**

## End-of-Plan Review

What improved?

Which issue would still be risky if it happened tomorrow?

What still feels unclear?

Do you need a senior HR review of the system behind these gaps?

**If the plan revealed multiple gaps, apply for the Employer Risk Reset Diagnostic**

faulknerhrsolutions.info/risk-reset | thomas@faulknerhrsolutions.info | 210.446.8730

# When to Consider the Employer Risk Reset Diagnostic

This free packet helps you identify likely weak points. The Employer Risk Reset Diagnostic reviews the documents, supervisor practices, policy gaps, and decision process behind those weak points so leadership knows what to fix first.

## Signs you should apply:

- Your Risk Map score is 0–6.
- You scored 0 or 1 in termination readiness.
- You have recurring employee issues.
- Supervisors handle similar issues differently.
- You are considering termination or serious corrective action.
- Your handbook does not match field practice.
- You do not have a dedicated HR leader.
- The owner or operator is still the default HR decision-maker.

## Apply for the Employer Risk Reset Diagnostic

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