

The 5 Red Flags Managers Should Never Ignore



INFINIUM 
PAYROLL AND HR SOLUTIONS



AGENDA

- Defining red flags
- 5 situations managers should never ignore
- When to involve HR
- How to respond effectively
- Key takeaways and Q&A

Disclaimer: This webinar is for informational purposes only and is not legal advice. Attendance does not create an attorney-client relationship. Please consult qualified legal counsel for advice regarding your specific circumstances.

INTRODUCTION

Not every red flag is misconduct

Some of what we'll talk about carries potential employer risk and needs to be handled cautiously and with HR guidance

The manager's job is to notice and respond early and with the right set of actions

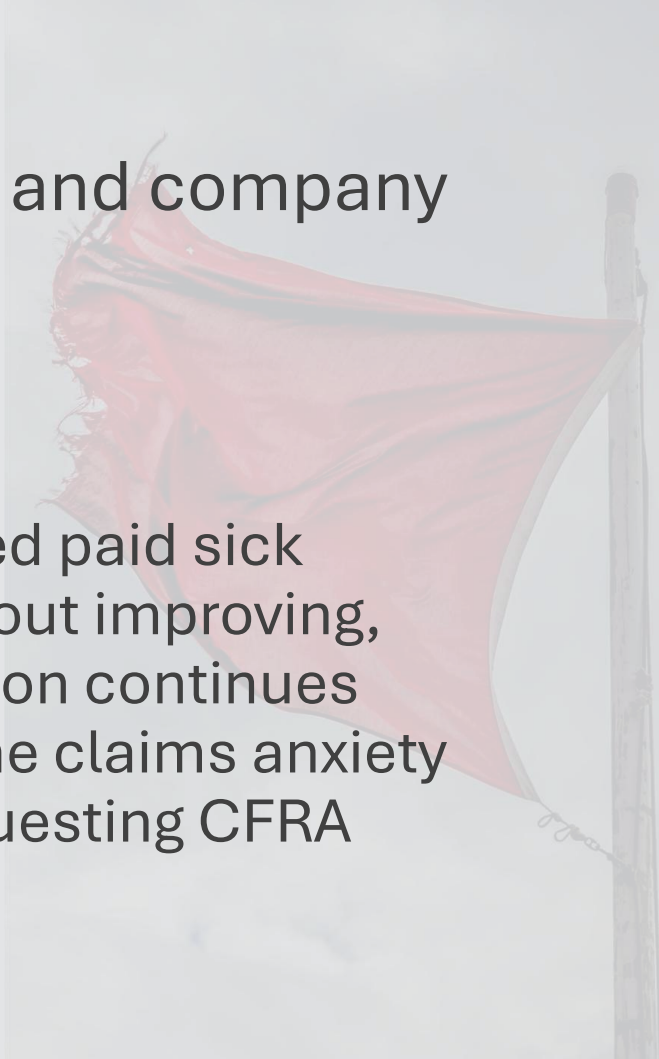
Why Early Action Matters



- Small issues become bigger when ignored
- Delayed action creates risk for the employee, team, and company
- Managers are often the first to see the pattern

Case in Point:

“John” begins to take excessive time off, going beyond his allotted paid sick leave. Manager sees the attendance issues and talks to John about improving, but doesn’t put any conditions or timing of improvement. Situation continues unabated, and when manager finally decides to talk with John, he claims anxiety and mental health issues and shows up with a doctors note requesting CFRA leave with 12 weeks of job protection.



#1 Changes in Attendance or Availability



- Frequent unscheduled absences
- Repeated last-minute schedule changes
- Attendance issues are affecting operations
- Situations that may require planning, support, or HR guidance

Attendance issues are probably the most frequent red flag situations. Poor attendance can mean many different things, including quiet quitting, personal health struggles, family care needs, or even a second job that is taking precedence over this job.

Remedies:

STRONG POLICY AND
ENFORCEMENT

TRACK ATTENDANCE
AND DOCUMENT

ACT QUICKLY WHEN
BEYOND PSL

#2 Signs of injury or possible accommodation



- Changes in physical ability or stamina
- Difficulty performing essential tasks
- Mentions of restrictions, limitations, or modified duties
- Situations that may require HR review or accommodation process

Employees do not have to specifically ask for a medical leave or accommodation for an illness, injury or need to care for a family. Managers need to be in tune with their employees and be prepared to inquire as to how the company can help.

Remedies:

UNDERSTAND LEAVE
ISSUES/AWARENESS

QUICK ENGAGEMENT
WITH EMPLOYEE

FIRST APPROACH IS TO
OFFER HELP

#3 Repeated workload stress or burnout signals



- Ongoing complaints about workload
- Signs of overwhelm or inability to cope
- Reduced capacity despite effort
- Need for workload review, support, or escalation

Medical and personal leave have recently increased in frequency and complexity. The key is to engage early once there is a sign of any potential issues that require state mandated leave or accommodation

Remedies:

DISTRIBUTE
WORKLOAD FAIRLY

BE OPEN TO
EMPLOYEES CONCERN

PRACTICAL WORKLOAD
RESTRUCTURE



#4 Conduct or communication problems



- Resistance to direction or insubordination
- Disrespectful communication
- Conflict that disrupts others
- Any behavior that may need coaching or HR involvement

We all want our employees to do well, and hope things get better when behavior begins to decline. News is...it's usually doesn't get better on its own. Managers need to be capable of engaging with an employee to get things back on track.

Remedies:

TRAIN MANAGERS IN
BASIC LEADERSHIP

VERBALLY ENGAGE
QUICKLY

ESCALATE BEHAVIOR
CHANGES

BONUS: Workplace Complaints or Concerns



- Concerns about pay, hours, scheduling, or working conditions
- Complaints involving treatment, conduct, or workplace fairness
- Claims involving harassment, bullying or abusive conduct
- Situations involving peer-to-peer conflict

Employee are far more informed today about workplace rules and regulations. They are also actively being solicited on Social media. The issues may seem insignificant, but an informed employee is more likely to exploit a small problem

Remedies:

TRAIN MANAGERS IN
BASIC HR 101

DON'T DISCOUNT THE
SMALL STUFF

INVESTIGATE QUICKLY
AND DOCUMENT

#5 Declining performance or withdrawal



- Missed deadlines
- Lower quality work
- Reduced participation
- Noticeable shift in attitude or engagement

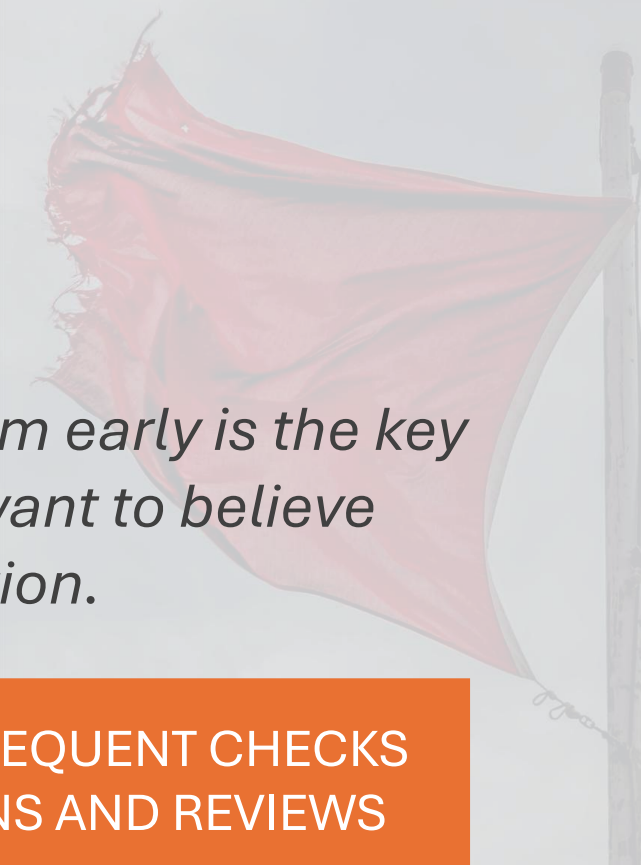
Employee performance changes can be subtle and catching them early is the key to understanding any internal or external influences. Again, we want to believe things will get better, but often times they don't without intervention.

Remedies:

ENSURE YOU HAVE
CLEAR GOALS

DON'T ALLOW
MEDIOCRITY

FREQUENT CHECKS
INS AND REVIEWS



Not every red flag is misconduct

Leave requests are not automatically a problem



Several CA leaves are available to eligible employees

Caregiving and medical issues require judgment



Leaves are available for close family members

Accommodation needs are not performance failures



Don't discount an employee's need for any accommodation

Managers should focus on facts, impact, and response



Engaging with an open and helpful approach is first step

When managers should involve HR

HARASSMENT
CLAIMS OR
AWARENESS

COMPLAINTS
ABOUT WAGE AND
HOUR OR PAY

REPEATED
ATTENDANCE
PROBLEMS

AWARENESS OF A
NEED FOR
EXTENDED LEAVE

POTENTIAL NEED
FOR
ACCOMMODATION

CONDUCT
ESCALATING AFTER
VERBAL WARNING

What managers should document

OBSERVABLE FACTS
NOT OPINIONS

DATES, TIMES AND
PATTERNS

NOTE WORKPLACE
IMPACT

PREVIOUS VERBAL
DISCUSSIONS

RESPONSES TO
COACHING

TEXT OR EMAIL
COMMUNICATION

What managers should never do

- Make medical assumptions
- Discourage leave requests
- Ignore obvious patterns
- Promise outcomes they cannot approve
- Jump to discipline without understanding the issue

A simple response model:

Notice ► Document ► Ask ► Support ► Escalate as necessary

**KEY
TAKEAWAYS**

Managers are not there to diagnose - they're there to recognize when something needs attention, support, documentation, or HR involvement.

- Red flags are signals, not diagnoses
- Early action is better than delayed reaction
- Managers need consistency, empathy, and judgment
- HR partnership matters

Remember:

Employees are people, they have lives that intersect with their jobs. We need to be sensitive but firm when dealing with issues

Infinium HR – Your Partner in Payroll, HR, and Compliance

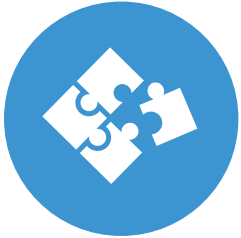
At Infinium HR, we've guided organizations through hundreds of attendance and leave challenges, many just like the ones you're facing.

We're here as a trusted partner to help you navigate complex compliance issues, protect your organization, and strengthen employee relationships.



Payroll and HR Solutions

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Understanding CA Leave Laws

We breakdown the complexities and (try) and make it simple.

Upcoming Webinar: Understanding CA Leave Laws
A practical webinar covering the fundamentals of California leave laws, including employer obligations, compliance considerations, and best practices for handling employee leave requests.

Designed for business owners and people managers,

September 16, 9:00 AM

THANK YOU!