



# SUPERVISOR HANDBOOK

BUSINESS HEALTH SERVICES

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## Introduction

Do you have an employee who misses deadlines on a repeated basis, unless he or she is reminded by you or another colleague? Maybe you have an employee who is the topic of complaints by various members of your staff? Have they violated a major workplace policy? Would a large part of your supervisory problems disappear if this employee's performance, attendance, and/or conduct improved?

If you answered yes to any of the situations above, this is the resources for you. The Employee Assistance Program can make your job easier by providing a resource for your employees to improve their performance and freeing up time for you to focus on your responsibilities as a supervisor.

Even if you have not experienced such a situation yet, many supervisors will answer yes to one, if not all, of the above questions at some point during their career. These examples are just some of the ways an employee's personal problems can impact their job performance. A supervisor can expect to spend up to four or five times more energy managing a troubled employee than that of a non-troubled employee, thereby causing frustration and lost productivity. Dealing with a distressed employee is challenging. However, with the right approach and intervention, the employee is afforded the opportunity to return to previous levels of performance.

This guide helps supervisors and other management personnel utilize this Workplace Wellness Solution as a management tool when faced with an employee who is showing a decline in work performance. By referencing this guide, along with consulting both the EAP and your Human Resources personnel, you will discover that addressing the troubled employee with a referral to the EAP not only makes things easier but it will foster positive results.

BHS, your EAP provider, has been providing EAP services to companies for over 25 years. We possess a spirit of innovation, teamwork and integrity, and we support your organization in achieving high levels of growth, productivity and profitability by empowering your most valuable asset – your employees.

If you have any questions regarding this guide or the EAP in general, don't hesitate to contact us at the numbers listed on the cover.

Sincerely,

BHS Team



## The Employee Assistance Program (EAP) - Defined

The EAP is a comprehensive behavioral health and wellness program that offers free, voluntary, and confidential problem-solving resources to employees and their household members. The EAP provides assessment, short-term intervention, and referral services ranging from counseling for emotional distress, resources for legal, financial, child, and elder-care concerns. By offering quick, accessible consultation services, the EAP strives to prevent an employee's personal problems from ultimately affecting his or her work performance.



## The features of the EAP

- » Unlimited telephonic access to a Master's level counselor 24 hours a day, 7 days a week
- » Free face-to-face assessments and short-term counseling by local professional counselors
- » Resources for legal, financial, and work/life concerns
- » Referrals to various local resources
- » Follow-up to ensure satisfaction
- » Wellness prevention and resources
- » Workplace Crisis Management
- » Wellness tip sheets
- » Customized website portal for employees and supervisors
- » Supervisory resources including
- » Supervisory Newsletter and tip sheets
- » Access to the Supervisory Website Portal
- » Unlimited consultation with a Master Level clinician



## No concern is too small.

If an employee is facing a situation that causes any level of distress, then that is reason enough to call the EAP. In fact, BHS encourages employees to call the EAP in the beginning stages of an issue to avoid potential crises or job performance impact.

The EAP can assist employees with a variety of personal concerns, such as:

Stress  
 Marital/relationship  
 Ineffective communication  
 Healthy lifestyles  
 Wellness

Substance abuse issues  
 Domestic violence  
 Grief and loss  
 Financial problems  
 Co-worker conflict

Legal concerns  
 Coping with change  
 Parenting techniques  
 Medical problems  
 Time management



## The Role of the Supervisor and the Role of the EAP- How They Work Together

Confronting an employee whose performance is impacted by personal or work-related problems can be challenging. You may be uncertain as to how a supervisor can assist an employee who is experiencing problems find the appropriate help.

Despite what you may feel for a troubled employee, as a supervisor, you are responsible for ensuring the employee maintains effective performance. In turn, it is critical for you to observe and intervene with performance problems before they overwhelm the employee and risk serious job impairment.

Once the employee is referred, the EAP counselor can identify and address whatever may be causing the performance problem. Early detection and referral of a distressed employee to the EAP is the key to the success of the program. Early intervention increases the odds of improved performance and productivity in the workplace.

The goal of collaboration is to employ a team-based approach to performance problems and to ensure that an employee achieves optimal success in the workplace. The supervisor and EAP have distinct roles throughout the referral process.

### *A supervisor's role is to:*

- » Be aware of your employees' job performance and behavior.
- » Be alert to changes in the normal work "patterns" of performance, conduct, and attendance.
- » Take action to prevent risk to an employee's welfare, and that of the organization.

### *You are NOT expected to:*

- » Diagnose the employee's personal problem.
- » Counsel the employee on the personal problem.
- » Handle it alone.

### *The EAP's role is to:*

- » Consult with the supervisor/manager regarding an employee's performance problems.
- » Guide and support the supervisor/manager in referring an employee to the EAP.
- » Meet with the employee to assess what factors may be contributing to the performance problem(s).
- » Help the employee identify and address these underlying issues.
- » Help the employee develop strategies to improve performance.
- » With the proper authorizations in place, deliver compliance and progress reports to the supervisor.



## Confidentiality

Maintaining confidentiality is a core component to the EAP. EAP information is protected against disclosure by Federal and State Privacy Laws. However, there are instances when information must be disclosed for legal or safety reasons or may be disclosed per client's consent.

### 1. Disclosure without consent

The EAP counselors are ethically and legally obligated to break confidentiality, if:

- » The counselor has reason to suspect probable or imminent risk of suicide, homicide, or grave bodily harm to another person.
- » The counselor has reason to suspect abuse or neglect of a child or vulnerable adult.
- » The counselor has reason to suspect probable threat to national security.
- » The EAP receives a court ordered request.

### 2. Disclosure with consent

The EAP adheres to the following parameters in disclosing information:

- » The EAP must obtain a written consent form that is signed by the client.
- » The form will specify: who may receive the information; the purpose of the disclosure; and the time period in which a counselor can release the information.
- » Information disclosed cannot exceed that which is necessary to accomplish the purpose of the inquiry.

Examples of information that might be disclosed with client consent are:

- » EAP contact by the employee.
- » Dates of attendance.
- » Recommendations.
- » Degree of compliance and progress.

If the employee chooses not to sign the consent form, the EAP will **not** be able to communicate any information about the employee's involvement with the EAP.

The EAP is a resource that does not supersede departmental or organizational policies and procedures. Additionally, the EAP is not intended to be used as a punitive measure for employees. However, an employee's failure to improve performance within a reasonable timeframe requires you to take the next appropriate corrective or disciplinary actions based on your departmental or organizational policies and procedures.

**Appendix A contains a sample Authorization/Consent for Release of Information Form.**



## Supervisor consultation

To efficiently and effectively make a referral, supervisors are urged to contact the EAP for a Supervisor Consultation **prior to** referring an employee. This allows the EAP and supervisor to strategically plan, share data and gather pertinent information (ie: performance history). Additionally, supervisors have unlimited 24/7 telephonic consultation with a Master's level EAP professional and are encouraged to talk about any issues affecting their department or workplace.



## Types of Referrals

EAP services are voluntary. There are four types of referrals to the EAP: self, informal, formal, and mandatory.

**Self Referral** – This term is used when an employee chooses to call the EAP on his or her own accord. This voluntary referral accounts for approximately 95% of all EAP referrals. The remaining 5% of referrals fall under one of the remaining categories.

**Informal Supervisory Referral** – This term is used when a supervisor is aware that the employee is experiencing some kind of difficulty in his or her personal life. The supervisor refers the employee prior to detecting a “pattern” of deteriorating work performance. The supervisor may “remind or suggest” the EAP as a resource. The employee can choose whether to follow through with the suggestion.

- » *Example:* An employee shares with his supervisor that his mother was just diagnosed with cancer. The supervisor may respond, “That sounds like a difficult situation...Are you aware that our organization has an EAP?”

**Formal Supervisory Referral** – This term is used when an employee is exhibiting a pattern of deteriorating work performance and when disciplinary action is likely if performance does not improve. In this situation, while a supervisor confronts the employee about the performance problems, part of the discussion includes a referral to the EAP. Employee follow through with the formal referral is voluntary, but is strongly recommended as a reflection of the employee's investment in performance improvement and as an effective problem solving resource. A supervisor may know whether the employee follows through with the referral if there is a written authorization to provide compliance information. The supervisor's decision to take further disciplinary or corrective action, however, should only be based only on the results of future work performance evaluations not on whether the employee contacted the EAP.

- » *Example:* A supervisor confronts an employee on a pattern of missed project deadlines. “You are a valued employee; however, I am concerned about the changes we've discussed with regard to your performance. As part of your efforts to improve performance, I strongly recommend you contact the EAP within two business days to help you address whatever has caused these changes. If you choose, you can sign a Release of Information that will allow the EAP to report back compliance information to me. This is a free and confidential service. Now, regarding the

expectations for your work performance...” (Follow this with clear and concise work performance expectations).

**Mandatory Referral** – This term is used when an employee breaks a workplace policy (e.g. drug free workplace, violence in the workplace, sexual harassment). The distinction between the formal and mandatory referral is that in the case of the mandatory referral, the employer has adequate legal justification for terminating the employee. In this situation, if an employee breaks a policy, he/she must sign a Release of Information and go to the EAP for assessment, referral, and treatment monitoring. The supervisor, or management designee, mandates that using the EAP and complying with EAP recommendations are a condition of continued employment.

- » *Example:* “Based on the results of your drug/alcohol test, you could be terminated. We are willing to offer you a last chance agreement, and the company is requiring that you work with the EAP and follow their recommendations.”



## The Five Step Formal Referral Process

It can be a challenge formally referring an employee to the EAP, while simultaneously delivering constructive performance feedback. The most successful referrals follow the recommended five-step process.

The 5 steps to a formal supervisory referral include:

1. Observation
2. Documentation
3. Preparation
4. Referral
5. Follow up

### 1. Observation

The employee with serious personal problems often shows a pattern of unsatisfactory work performance over time. The key word here is “pattern.” An employee may show up a few minutes late to work due to heavy traffic once this year, which is neither a concern nor a pattern. For example, a pattern of concern develops when an employee starts showing up late every Monday morning over the course of several weeks.

The signs and symptoms exhibited by a troubled employee may at times be noticeably clear; however, sometimes they are not so obvious. Because of this, it is important that you, as a supervisor, be alert **to observable performance behaviors.**

*Performance Behaviors:*

- Job takes more time and effort than usual
- Quality is less than acceptable
- Missed deadlines
- Mistakes due to inattention or poor judgment

- Wasting material
- Making bad decisions
- High accident rate
- Work requires greater effort
- Difficulty in recalling instructions, details, etc...
- Increasing difficulty in handling complex assignments
- Difficulty in recalling own mistakes
- Alternate periods of high productivity with periods of low productivity

*Attendance:*

- Multiple instances of unauthorized sick or personal leave
- Frequent Monday and/or Friday absences
- Excessive tardiness, especially on Monday morning or in returning from lunch
- Leaving work early
- Peculiar and improbable excuses for absences
- Continued absences from post, more than job requires
- Frequent trips to water fountain or restroom
- Long coffee or cigarette breaks
- Physical illness on the job

*Conduct:*

- Coming to/returning to work in an obviously abnormal condition
- Overreaction to real or imagined criticism
- Wide swings in morale
- Borrowing money from coworkers
- Unreasonable resentments
- Drastic change in physical appearance
- Increased use of the grievance procedure
- Complaints from coworkers and customers
- Change in attitude or appearance
- Isolation or withdrawal from co-workers

**Remember:**

1. It is repeated problems, over time, that you should identify and document.
2. Never attempt to diagnose a problem on your own.
3. Identification and referral are based strictly on deficient job performance.

## 2. Documentation

When you observe problem work behaviors, you should also document them. Progressive documentation allows you to track the nature and frequency of these behaviors. You may then reference this documentation to determine if the employee has developed a pattern of poor work performance. This information may also be shared with the EAP to effectively assist the employee in resolving the problem.

*Points to remember when documenting:*

- » Focus on behavior specifics (who, what, when, where, and how?).

- » Include date, day of the week, and time.
- » Be objective, (e.g. Document what someone *said* versus what your *opinion* was of the comment).
- » Avoid documenting hearsay.
- » Document as the problem behavior happens.
- » Record specific interventions you made or your action plan.
- » Record the expectations you discussed with the employee and your time frame for improvement.
- » Keep all documentation confidential.

### 3. Preparation

Before making a formal referral, BHS recommends that you first consult with a designated Human Resource (HR) representative. Your HR Representative can review policies to follow when implementing a performance improvement plan, such as parameters for documentation and steps to disciplinary action. The EAP works in conjunction with your HR department and does not dictate or override your organization's HR policies.

After consulting with HR, call the EAP to receive consultation from a Care Coordinator to prepare for the meeting. The Care Coordinator is a Master's-level clinician who manages the coordination of the employee's referral from start to finish.

The Care Coordinator will:

- » Review and discuss performance issues and expectations
- » Coach you on how to communicate effectively to the employee that his or her performance must improve
- » Discuss how to integrate the EAP referral into your conversation with employee
- » Anticipate potential employee reactions and responses
- » Suggest ways to prevent common barriers to referrals (e.g. such as fear of intimidation, uncertainty of what to say, or the need to be liked by the employee)

Appendix B describes "Common Barriers to Referrals" and "Do's and Don'ts" Appendix C shows "Common Defense Reactions from an Employee and Suggested Responses".

After your consultation with the Care Coordinator, you will need to write a memo to give to the employee during the meeting. This memo should describe:

- » Identified performance problem(s)
- » Desired changes
- » Time frame for the change
- » Follow up plan
- » EAP referral instructions
- » Consequences should the performance fail to improve

See **Appendix D** for a sample memo to use as an optional template. Review this memo with your HR department to ensure it is in line with your organization's policies.

#### 4. Referral

During this step, the supervisor meets with the employee, opens a discussion with the employee about the performance problems, and formally refers the employee to the EAP.

During the meeting, we suggest that you incorporate the following components during the meeting:

- » Describe the work performance problems to the employee in an objective, clear, and concise manner.
- » Reference your documentation for specifics including, the date(s), time(s), and behavior(s) you observed.
- » Explain the specific changes in the employee's performance, attendance, or conduct that need to occur to prevent additional consequences.
- » Explain the specific time frame within which you expect these changes to occur.
- » Strongly recommend the employee contact the EAP and use the program as a resource to address whatever may be causing the performance problems.
- » Educate the employee about the features and benefits of the EAP. You may want to offer an EAP brochure and wallet card during this time.
- » Emphasize whether you would like the employee to consider allowing the EAP to provide you with compliance feedback.
- » Remind the employee that the details of what the employee discusses with the EAP are confidential and not discussed with you.
- » For formal referrals, emphasize that whether the employee follows through with the EAP referral is his or her choice and not the basis of disciplinary action; however, the employee is accountable for improving the performance problem.

**Remember:** If this is a "mandatory" versus a "formal" referral, then the employee's job status *may be* contingent on whether he or she complies with the EAP referral.

- » Explain the consequences that may occur should the employee fail to resolve the performance problem.
- » Establish a follow up action plan to monitor the employee's progress towards reaching job performance standards. We recommend holding a follow up meeting with the employee within two weeks to review progress.
- » Review the written memo with the employee and give a copy to him or her.

Facilitating the signature of the *Authorization/Consent for Release of Information* form during the referral meeting will expedite the process. Remember to bring a blank release form with you to the meeting. **Appendix A is a sample Authorization form.** You may obtain a clean copy of this form by requesting it from the EAP. If

facilitation is not possible, your Care Coordinator will coordinate it when the employee calls in to the EAP.

You may also give the employee the option of calling the EAP at the time of this meeting. If this is a feasible option, we encourage you to leave the room after the employee connects to the service so that the Care Coordinator may conduct a confidential phone assessment with the employee. If you cannot leave the room, the Care Coordinator will open the case and arrange a future time to conduct the phone assessment with the employee. You facilitating the initial call may help “jump start” the employee’s follow through with the referral.

## **5. Follow Up**

During follow up, the supervisor’s main concern is monitoring the employee’s performance improvement through continued observation, documentation, and follow up meetings. Employees respond well to praise and support especially if they are trying to change their performance. If, however, the employee does not improve performance, then you will implement the appropriate consequences or disciplinary actions. Holding the employee accountable by adhering to the follow up plans shows the employee that you are serious about the goal of performance improvement.

If the employee contacts the EAP and authorizes compliance feedback, then the Care Coordinator will contact you at periodic intervals to provide compliance and progress updates. These intervals are determined by you and your Care Coordinator and can last for up to one year. This ongoing follow up and exchange of information, in reference to the employee’s job performance, is vital for monitoring work performance and progress towards meeting referral goals.

If you do not get a follow up call from the Care Coordinator, it is for one of two reasons:

- » The employee did not call the EAP.
- » The employee called the EAP, but did not authorize release of compliance information.

The Care Coordinator cannot confirm or deny employee contact unless the employee signs the authorization form. Remember, the accountability falls on the employee to improve performance, attendance, or conduct.



# Appendix A: Sample Authorization/Consent for Release of Information Form

## BHS Consent/Authorization to Release/ Obtain Client Information

I, \_\_\_\_\_, hereby consent and authorize \_\_\_\_\_ or designee, of *Business Health Services, 711 West 40<sup>th</sup> Street, Suite 207, Baltimore, MD 21211* to:

Release to:  Obtain from:

\_\_\_\_\_  
*Name of individual, institution* e-mail - \_\_\_\_\_  
\_\_\_\_\_  
*Address (city/ state/ zip)* *Telephone Number*

### The following types of information:

- Assessment/Summary
- Provisional Diagnosis
- Work Performance
- Recommendations
- Safety Assessment/Safety Plan
- Discharge Summary
- Routine Supervisory Referral Feedback which includes:
  - Whether I have kept initial or subsequent appointments
  - My compliance with, progress toward fulfillment of, and/or completion of the EAP's recommendations
  - If possible, when the referring supervisor may expect to see an improvement in job performance
- Other: \_\_\_\_\_

### For the following purposes:

- Coordination of care
- Contact with referring supervisor
- Safety planning
- Other: \_\_\_\_\_

I understand this consent becomes effective on the date I sign it, and will continue in effect for twelve (12) months from that date unless I revoke it before that time. I understand I have the right to revoke this authorization by following the revocation procedures described in the Notice of Privacy Practices. I understand that I am entitled to receive a copy of this authorization upon request. I agree that a photocopy or facsimile copy of this signed authorization form is as valid as an original signed copy. I understand that after this information is disclosed, federal law might not protect it, and the recipient might re-disclose it. I agree to release the above named individual(s) or organization(s) and the EAP, the EAP counselor, and his/her designee from liability that may result from furnishing this information as authorized in this disclosure. I have had the opportunity to review and understand the contents of this form. By signing this form, I am confirming that it accurately reflects my wishes. [If you are a Personal Representative signing on behalf of the client, circle which of the following roles warrants you the authority to sign this form: health care Power of Attorney (copy attached); court ordered Conservator or Guardian (copy attached); Parent of unemancipated minor child; other: \_\_\_\_\_.]

\_\_\_\_\_  
**Signature of Client/ Personal Representative (circle one)** **Date**

\_\_\_\_\_  
**Witness signature** **Date**

### To recipient of these records:

This information has been disclosed to you from records whose confidentiality is protected by Federal Law. Federal Regulation (42 CFR Pt. 2) prohibits you from making any further disclosure of it without the specific written consent of the person to whom it pertains, or as otherwise permitted by such regulations. A general authorization for the release of medical or other information is NOT sufficient for this purpose. The Federal rules restrict any use of the information to criminally investigate or prosecute the client.



## Appendix B: Common Barriers to Formal Referrals

There are both internal and external barriers to making formal referrals to the EAP.

Internal barriers are thoughts and feelings that make the supervisor hesitant to take action.

Examples of internal barriers are:

- » Uncertainty about what to say
- » Feeling responsible for an employee's poor performance
- » Worry about harming the employee's career
- » Concern that confronting the employee will make the problem worse.

External barriers refer to factors that may inhibit the supervisor from approaching or referring a troubled employee.

Examples of external barriers are:

- » Enabling behaviors by staff
- » Lack of support from upper management
- » Inappropriate behaviors of the troubled employee

When dealing with these barriers, it is recommended that you do the following:

Identify the barrier or source of hesitancy

- » Seek consultation with your Human Resources department, your supervisor, and/or your EAP
- » Address the problem
- » Take action!

### Supervisory Do's and Don'ts When Meeting with an Employee:

DO:	DON'T:
Give consideration to the location of your meeting. Be sure the meeting place is private and free from interruptions.	Meet in an open area where others can hear the discussion.
Have documentation of work performance in front of you.	Rely on your memory to discuss specific work performance issues.
Review your documentation with the employee, and be as specific as possible.	Try to diagnose the problem or probe into an employee's personal affairs.
Focus on job performance and clearly identify your expectations for job performance improvement.	Moralize, or offer comments unrelated to work performance.
Listen carefully to the employee responses.	Get into a "counseling session" with the employee.

Stay focused on problem resolutions, not causes.	Focus on causes of the problem, or get “sidetracked” during the conversation.
Document your discussion with the employee – date, time, follow-up date, goals, etc.	Forget to establish follow-up process and timeframes with the employee to review progress.

## Characteristics of a Good Supervisor

To handle employee issues and needs effectively, you should ask yourself the following questions:

- » What do ***you*** value in a supervisor?
- » What made your working relationship with your previous supervisors beneficial?
- » How can your past experiences positively affect your current role?
- » How can you enhance the morale of your workplace?

Being mindful of these questions. Applying them to workplace situations will help you to maintain a sense of objectivity and fairness when dealing with your own employees.



## Appendix C: Supervisory Replies to Common Avoidant Reactions

Reaction	Employee	Supervisor
Excuses and sympathy	Employee may have a good reason for everything that happens: “You’d have the same problems I do if you had a wife/husband like mine.”	“I understand you have problems at home. I am also concerned about your performance, and my data here says...
Apologies and promises	“I’m really sorry. You know that! It’ll <i>never</i> happen again.”	“I appreciate your apology, but what you did is serious.”
Switching	“I know about that, but look what a good job I’ve done on that other job.”	“You did well on that project. I want good work on all jobs. You’ve had more problem jobs than successful ones lately. Look at the record.”
Anger	“Damn it!! One mistake and the roof falls in after 15 years of killing myself for this place!”	I think it’s important that you listen. Getting angry won’t help anyone. I’m concerned about your performance, and I’m not talking about one mistake. Let’s look at the record.”
Tears and helplessness	“I don’t know what to do. I’ll never get out of this mess.”	I appreciate and understand your sadness. I want you to know that I want to help, which is why I set up this meeting. You have been a valuable part of our organization. I want to tell you about our Employee Assistance Program.”
Deflecting	“But everyone else is lax about that.”	“Let’s review this list of problems again. I’m talking with you now about your work performance.”
Self-pity	“I knew this would happen. I’ve never been able to do anything right.”	“I wouldn’t be taking this time to talk with you if I didn’t have faith in you. So let’s move on to talk about what can be done to help you. You know, our Employee Assistance Program would be...”
Innocence	“It’s not my fault. You let me down. I don’t get any help around here.”	Be realistic. You have done excellent work. I want more of that from your department, which is why I set up this meeting. You know...”



## Appendix D: Sample Memorandum to EAP Referral

To: Employee

From: Supervisor

Date:

Subject: Referral to the Employee Assistance Program

Over the last \_\_\_\_\_ months, we have held a series of performance review meetings. These sessions were conducted on \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_. Since our last meeting, your performance, conduct, and time/attendance problems have continued. Specifically, you have:

[Give specific facts and dates on decrease in quality and/or quantity of work, mistakes, missed deadlines, bad decisions, difficulties in interpersonal relationships, complaints from others, tardiness, leave abuse, unexplained absences, bloodshot eyes, smell of alcohol, slurred speech, and/or deteriorating appearance, as appropriate.]

I would like to express my personal concern for you and for whatever is causing the above situation(s) at work. I strongly urge you contact Business Health Services, which is our company's Employee Assistance Program, to discuss whatever problems may be affecting your performance. I have discussed this recommendation with [name of EAP counselor]. Please call the EAP to schedule an appointment.

The Employee Assistance Program is a free, confidential and voluntary program. Your participation will not be noted in your personnel record. You can decide whether you want the counselor to tell me when you attend sessions, or provide me with a general progress report. The counselor will not tell me what you discuss with him/her without your written permission.

I strongly encourage you to utilize this program, as it should be beneficial for you in making a positive change. If your problem with [specify problem(s)] continue(s), I may need to pursue other action as specified in our human resources policy.

cc: EAP counselor



## Appendix E: Supervisory Referral Worksheet

Employee Name:

Date:

Have you observed repeated and continued patterns of deteriorating performance in any of the following areas?

### 1. Quantity/Quality of Work

- gradual reduction over a period of time
- careless, increased mistakes
- inconsistent

### 2. Job related Work Knowledge

- forgetful
- reduced awareness
- inability to incorporate new information

### 3. Judgment

- decision-making not well thought out
- frequent errors with potential for legal consequences
- decreasing ability to make decisions in a timely fashion

### 4. Initiative

- unwilling to take on additional tasks
- needs constant supervision to complete tasks

### 5. Resource Utilization

- overly dependant on others
- wasteful and extravagant with resources
- over use of resources for personal needs

### 6. Dependability

- fails to meet schedules
- makes unreliable statements

### 7. Attendance and Punctuality

- frequent unexpected absences or disappearances from job site
- frequently leaves early or returns late from lunch
- absence patterns

### 8. Ability to communicate

- Argumentative
- less communicative than in past
- unclear, imprecise written communication

### 9. Interpersonal Skills

- deliberately avoids colleagues and/or supervisor
- increased general complaints
- complaints from customers

### 10. Safety Awareness

- increase in on-the-job accidents
- takes needless risks
- disregards safety of others
- other employees express concern about overall safety

### 11. Other behavioral problems

- inappropriate personal appearance and/or hygiene
- loss of interest/enthusiasm for job
- inappropriate behavior

### Regarding boxes that were checked:

- » Have you documented the performance/behavior deficiencies in behaviorally specific terms?
- » Have you communicated your concerns regarding these issues to the employee?
- » Has his/her performance and/or conduct continued to deteriorate?
- » Have these items been included in a formal performance review or in a formal disciplinary action?

NOTES: