

Your Employee Assistance Program is a support service that can help you take the first step toward change.

When Should I Refer an Employee to the EAP?

The EAP is a service that is available not only for employees and their families, but to help guide supervisors and managers as well. If an employee is showing a decline in their work performance due to a personal problem, the EAP can help. There are two ways an employee can be referred to the EAP:

- **Management Referral:** This is used when an employee has demonstrated a decline in work performance and the supervisor suspects or knows the decline is a result of a personal problem. The supervisor confronts the employee and recommends EAP contact as part of a performance improvement plan. The supervisor gets feedback from the EAP about initial contact and compliance with treatment recommendations and no further information is offered.
- **Mandatory Referral:** This is used when an employee is unfit to perform duties or when an employee is a threat to the workplace. For example if an employee: displays bizarre behavior, slurred speech, is threatening suicide or homicide, or if they are using physical threats or harassing other employees. In these cases, the supervisor will require that the employee contact the EAP and follow their recommendations in order to keep their job. The supervisor will get feedback from the EAP about initial contact and ongoing compliance with treatment recommendations.

How do I know it's time to make a supervisory referral?

Look for a PATTERN of DECLINE in an employee's job performance in one or more of the following areas:

Absenteeism, Accidents, Reduced concentration, Inconsistent work patterns, Decreased job competence, Poor relations with others, Demeanor/behavior problems, or Trouble with accepting responsibility.

Why it's tough to confront an employee whose personal problems are causing a decline in job performance.

There are many feelings that block action, including:

Anger, Rescuer Syndrome, Guilt, Sense of responsibility, Fear, Denial or Sympathy.

We refer to this as the "Bermuda Triangle" of being a manager-being caught between the roles of Rescuer, Persecutor and Victim. Managing a troubled employee often leaves you feeling stuck in this triangle! The way to get out is to FOCUS on JOB PERFORMANCE and not on the employee as a person. This will help you maintain your objectivity and be more helpful to the employee in the long run. An EAP counselor can help you get out of this management trap and plan a successful employee confrontation. Call the EAP in advance of your meeting for assistance.

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