



# Employee Assistance Program (EAP)

## SOME DOS AND DON'TS FOR MAKING A SUPERVISOR REFERRAL

### DO:

- Make it clear that you are concerned with job performance and that is the bottom line.
- Confront the behaviors as close to the occurrence as possible, in a private place.
- Describe the poor performance in measurable terms, its effect on the work site, and the consequences for improving/not improving.
- Make a referral to the EAP (either informal or formal).
- Let the employee know that the choice to change is his/hers.
- Emphasize the confidentiality of the program, and that in no way will using the EAP affect the employee's career path.
- Develop an action plan and be sure that the employee is clear about the performance changes necessary.
- Monitor changes for at least 90 days to be sure employee is functioning well.
- Observe, monitor, intervene, document, and refer.

### DON'T:

- Try to diagnose personal problems.
- Moralize or trivialize.
- Take responsibility for solving the employee's problem.
- Cover up for a friend.
- Be thrown off course by the employee's emotional reaction.
- Make threats about the outcome.
- Interrupt the employee.
- Discuss the employee's problems with the employee's peers.
- Diagnose, moralize, enable, treat, or judge.
- Raise issues without documentation.
- Become involved in side issues or 'bargaining.'

