



Employee Assistance Program (EAP)

Keep this process in mind the next time you have to address employee performance issues.

HOW TO MAKE A SUPERVISOR REFERRAL TO THE EMPLOYEE ASSISTANCE PROGRAM (EAP)

- Review your company's policy and documentation; consult with your human resources/employee relations representatives. The EAP's management consulting services are also available to discuss your concerns prior to speaking with the employee.
- Meet privately with the employee and discuss the performance problem. "We value you as an employee and I'm concerned about some changes I've seen. I've noticed that (state specific concerns)..."
- Explain how the employee's behavior affects the workplace. "You're an important resource to other employees and our customers. When you (state the performance issue), it (state the specific impact on the workplace)..." Example: "When you're absent at least 3 days a month for the past 4 months, I have to give your work to other employees and it's creating a morale problem."
- Listen to the employee's response. Don't spend more than five or ten minutes listening. If the employee brings up any personal issues, use language such as, "I'm not a professional; however, I'll be giving you a resource that may be helpful to you in resolving these issues."
- Strongly recommend that the employee seek assistance from the EAP and any other company resources you have. "We have an EAP in place to help with issues such as these. I recommend that you give them a call. It's a free, confidential service."
- Specify expectations and engage the employee in developing a performance improvement plan. "I'd like to see (list specific improvements). What do you need to make this happen?"
- Set a follow up meeting. "I'd like to meet next Thursday at 3 p.m. to see how things are going and if our plan is working." Don't wait more than one week to follow up. You need short bursts of reinforcement for behavior change.
- Document the meeting and review company policy for next steps if performance does not improve.
- Continue to monitor the employee's performance, moving through the discipline stages if necessary.



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