

***WORKING DEFINITIONS OF
EMPLOYEE ASSISTANCE PROGRAM (EAP) TERMS***

A. EMPLOYEE ASSISTANCE PROGRAM:

An employee-employer resource that employee/family members may use to solve personal problems on a self-referral basis and supervisors may use to identify, motivate and refer at an early stage, those employees who develop personal/medical problems that contribute to unacceptable patterns of job performance.

B. TROUBLED EMPLOYEE:

An employee who develops an unacceptable pattern of job performance as a result of an untreated personal/medical problem.

C. PERSONAL PROBLEMS:

Refers to any and all kinds of human difficulties that contributes to a declining level of job performance (alcohol/drug, marital, family, legal, financial, emotional, stress).

Warning Signs of a Troubled Employee

Absenteeism and Tardiness

- Especially Mondays and Fridays (After paydays and holidays)
- Arrive late – leave early
- Long lunch breaks
- Often absent due to illness
- Improbable excuses – constantly absent from assigned area

Unreliability

- Pattern of missed deadlines
- Poor concentration
- Confusion about instructions
- Critical errors in judgement
- Lack of attention to details
- Declining job performance – often inconsistent
- Work performance swings unexplainably between extreme highs and lows
- Complaints from clients, other supervisors, co-workers

Frequent Accidents

- Pattern of accidents
- Frequent falls
- Minor cuts and bruises
- Spills, breakage, damage to equipment
- Taking unwise risks
- Ignoring safety rules
- Using equipment recklessly

Behavior/Personality Changes

- Irritability
- Mood swings
- Nervousness
- Hyperactivity
- Hallucinations
- Lying about work
- Lack of attention to personal dress and grooming
- Challenges authority
- Argumentative vs. cooperative
- Isolation vs. outgoing
- Resentments from co-workers
- Memory lapses

Things to share with the EAP Counselor

When did you first note the performance issues? _____

Have you discussed these issues with the employee? _____

-Issues discussed _____

-Issues not discussed _____

Is formal discipline in process? ___ Yes ___ No

If so, what type? ___ Number of Written Reprimands
 ___ Verbal Reprimands
 ___ Evaluation
 ___ Other Action Reports

Comments: _____

TIPS FOR THE SUPERVISOR
PLANNING A CONFRONTATION (REFERRAL) INTERVIEW

PREPARE	yourself – know in advance what you intend to cover.
CREATE	a comfortable setting – private, no interruptions and allow ample time.
AVOID	getting into areas you have no documentation of – leave private matters out.
BE AWARE	of personal bias.
STICK	to the subject, namely measurable work performance. State the problem as clearly as you understand it. Be specific, don't exaggerate.
STAY CALM	Don't bluff or threaten. Don't argue. Don't harass.
BE FIRM	and consistent.
BE SURE	to offer availability of EAP whenever a problem surfaces.
KEEP	your superior informed of the progress and your intended course of action.

DO's

ESTABLISH	levels of work performance you expect.
EMPHASIZE	that you are concerned ONLY with job performance.
RECORD	all absences and poor job performance with a description of work discrepancy.
BASE THE	CONFRONTATION ON JOB PERFORMANCE, not on alcoholism, drug addiction, mental illness, family, etc.
EXPECT	employee resistance, defensiveness and probable hostility, be ready to deal with them.
REMEMBER	that behavioral, addictive and emotional disorders usually worsen without treatment.
MAKE IT	CLEAR that any records of employees with personal problems will be kept in the STRICTEST CONFIDENCE.
CONSULT	your Human Resources Department if in doubt at any point.

DON'Ts

DON'T	attempt to diagnose the problem. Avoid "isms."
DON'T	moralize. Limit criticism to job performance, tardiness, absenteeism, unusual behaviors, etc.
DON'T	make idle disciplinary threats. Follow through on warnings.
DON'T	be misled by "con" stories or by sympathy-evoking tactics.
DON'T	get "boxed-in." Hold fast to your contention that it is the employee's responsibility to improve his/her performance.