

EAP SUPERVISORY HANDBOOK

How to Make Formal and Mandatory Referrals

Includes Carilion EAP Forms

In recent years, business and industry have become increasingly aware of the impact of employee problems within the workplace. High absenteeism, accidents, disruptive behavior and poor production are a few of the ways that personal problems show up in the workplace. Prompt and effective treatment of these problems, which may be caused by drug and alcohol abuse, family/marital difficulties, or mental health issues, can help a employee return to his or her high level of productivity.

Through an employee assistance program, employees can receive help for these problems, in a confidential manner, from professionals trained to deal with them. The program is intended to assure that any employee will be given the opportunity to seek help for any personal problems, whether or not the problem is interfering with job performance, in a confidential manner. There are four levels of referral: self, informal, formal and mandatory.

Start by Promoting Self-Referrals

It is preferred that a employee will seek help on his/her own by calling the EAP directly. Sometimes, however, the stigma of seeking help, the need to deny the problem, or simply not knowing where to turn, will prevent an employee from seeking needed help. The employer is not aware of the employee who contacts EAP directly. In the day-to-day interaction with employees: casual conversation, a performance improvement discussion or disciplinary action, the suggestion to use the EAP should be encouraged. When presented with an employee's disclosure of a personal problem, the best response should be: "Are you aware of the confidential help that our EAP can provide you and your family?"

Informal Referral: Encouraging the Employee to Seek Help

A supervisor may informally or formally refer an employee to EAP if job performance seems to be declining due to personal problems. Whether an informal or formal referral, participation in the program is entirely voluntary and all records are confidential. When an employee experiences a decline in his/her work performance, it is appropriate for you, as their supervisor, to encourage that person to seek help. It is the employee's decision whether or not to seek help, but you, as supervisor, play an important role in guiding them towards this decision. With an informal referral, encouragement from a supervisor to seek help often has greater impact on an employee than encouragement from a friend or family member. In this level of referral, the supervisor may say to the

Supervisory Handbook A Management Guide To Principles And Applications

Katrin Zwirglmaier



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