EAP Supervisor Guidelines

Management Support & Mandatory Referrals

UCONN
HUMAN RESOURCES

DEER OAKS EAP SERVICES

Manager Consultations:

☎ (877) 249-4751
✉ managerconsult@workplaceoptions.com

General Inquiries:

☎ (888) 993-7650
www.deeroakseap.com
✉ eap@deeroaks.com

GUIDELINES REGARDING MANAGEMENT SUPPORT & MANDATORY REFERRALS

If you have concerns about an employee's behavior or performance on the job, the Deer Oaks EAP offers several support options for managers:

1. ***Management Consultations:*** By calling the toll-free Helpline, all managers and supervisors have access to our Management Consultation Team. This team is available to answer questions about handling troubled employees, team issues (morale, productivity, etc.), and may suggest interventions that would be most effective in the workplace.

2. ***Informal or Suggested Referrals:*** If an employee's performance has not met the need for disciplinary action, you may suggest that he/she call the EAP. These referrals remain confidential, but are a good way to offer a free resource to an employee who may be able to turn his/her behavior around quickly. With this type of referral, the employer will not receive reports regarding the employee's attendance or progress.

3. ***Mandatory Referrals:*** For employees who are receiving disciplinary action or whose behavior or performance have been consistently and/or significantly below expectation, supervisors or managers may mandate that they attend EAP counseling sessions in accordance with UConn's mandatory referral process. Employees will be required to sign a Release of Information Form so that the Employer-designated representative may follow their progress and ensure compliance and attendance. All mandatory referrals are coordinated in HR by the Office of Employee & Labor Relations.

   Examples of reasons to make a mandatory referral include:

   - Excessive/unusual absenteeism or tardiness
   - Difficulty in making changes; resistance about learning new skills
   - Erratic work pattern; inconsistent performance
   - Difficulty concentrating; forgetful; confused
   - Generally lower level of efficiency or productivity
   - Interpersonal problems; increase in conflict
   - Wide mood swings; loss of emotional control

EAP Supervisor Guidelines -
Management Support & Mandatory Referrals

THE MANDATORY REFERRAL PROCESS

If the mandatory Referral Process is utilized, here's what to expect:

a. Coordination of the mandatory referral is handled by the Office of Employee & Labor Relations.

b. The Employer-designated representative (LR Staff) and the employee review and sign the Release of Information Forms.

c. The Employer-designated representative contacts the EAP to inform them of his/her intent to make a mandatory referral.

d. The EAP clinician takes Employer mandatory referral information and requests a copy of the employee/manager information and Release of Information Forms (or confirms receipt thereof if forms were submitted via email). (Please note that email confirmations will occur through a secure email system called Barracuda)

e. The case is then assigned to a Clinical Case Manager.

f. The Clinical Case Manager reviews the steps of case management with the Employer-designated representative to include the following:

- The employer may opt to have the Clinical Case Manager make contact with the employee or request that the employee has two (2) business days to call the Clinical Case Manager to complete the initial assessment and receive a confirmed match clinical referral/appointment. If the employee does not call within this time frame, the Employer-designated representative is notified.

- The Clinical Case Manager contacts the Employer-designated representative via e-mail or phone to inform him/her of the date of the first appointment.

g. Summary of progress is reported to the Employer-designated representative after the first and final sessions (or at other clinically appropriate periods depending on the number of sessions).

h. At the end of the case, the Clinical Case Manager will provide the Employer-designated representative with a formal letter of case closure summarizing the dates of the employee's appointments.

EAP Supervisor Guidelines -
Management Support & Mandatory Referrals

CONSTRUCTIVELY MANAGE YOUR EMPLOYEES

1. Recognizing the Troubled Employee

- Employee exhibits a pattern of unsatisfactory work performance over a period of time
- With time, performance may deteriorate and signs may become more apparent
- As a supervisor, you must pay attention to observable performance behaviors

2. Documentation

- Cite actual job performance problems, not impressions or opinions
- Follow policy and procedures; consult with HR/LR
- Note observable performance behavior or patterns
- Note in the moment - including date(s) and time(s)
- Note both positive and negative job performance
- Only share on a need-to-know basis

3. Prepare for the Meeting

- Review your documentation
- Talk to your supervisor/manager
- Talk to human resources/labor relations
- Consult with your EAP
- Prepare for the employee's response
- Schedule time to meet with the employee

4. Conducting the Meeting

- Do not keep the employee waiting
- Allow enough time for the constructive conversation
- Ensure a safe environment
- Help the employee understand: the specific performance problem, what he/she needs to do to correct it, the clearly defined expectation of change, and the time period within which it is to be accomplished
- Look for and acknowledge the employee's strengths and listen to the employee's point of view, explanations, etc.
- Always bring the focus back to performance, nothing personal
- Refer the employee to the EAP; explain the process and expectations

5. Follow-up and Be Consistant

- Even after the process is complete, follow-up with your employee. Praise him/her for positive changes and offer reminders of acceptable/unacceptable behaviors if necessary. If the behavior continues, further disciplinary action is recommended.

Note: This is a guide, not a policy. This document should be used as a guide for supervisors to use all the tools at their disposal. As always when addressing employee issues, it is strongly recommended supervisors consult their Human Resources Department and, Office of Employee & Labor Relations.