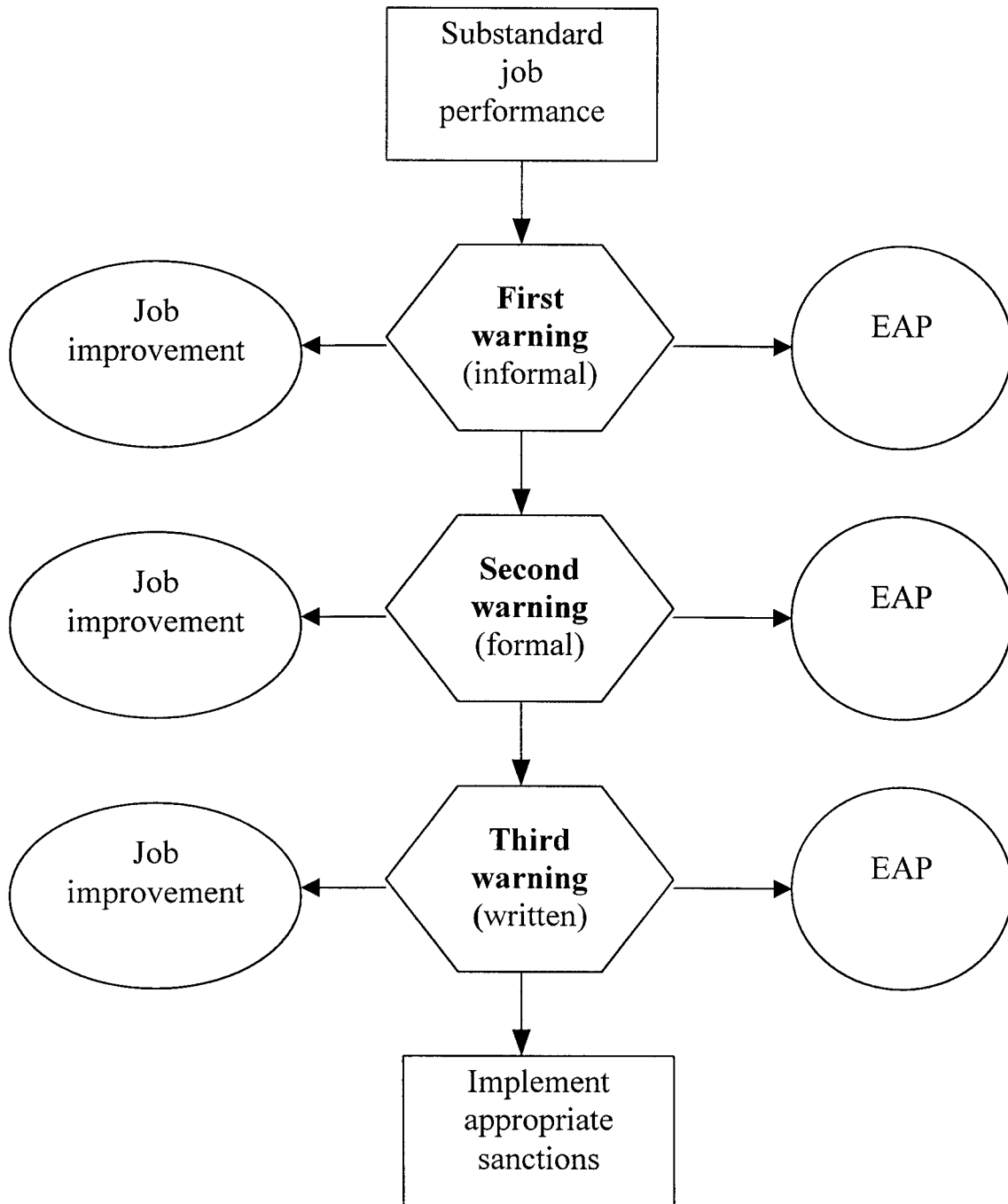


**EMPLOYEE ASSISTANCE PROGRAM  
PROCEDURES FOR EAP REFERRAL**



1. Informal private discussion of the problem with the employee.
  - a. Review the problem (attendance, job performance, general behavior, etc.) with the employee. Listen to the employee -- there may be mitigating circumstances of which the supervisor is unaware. Be sure that the employee understands what level of performance is expected, where his/her performance is falling short, and how to perform satisfactorily.
  - b. Inform the employee of the Employee Assistance Program (EAP) for self-referral if a need for assistance is indicated.
  - c. Document the discussion for future reference, to include EAP advisement and availability. Furnish a written statement within one week to the employee covering the points discussed during the informal meeting.
  - d. If improvement occurs, advise the employee accordingly.

2. Formal private verbal warning.

- a. Review the problem with the employee. Make sure that s/he understands that this is a verbal warning.
- b. Inform the employee of the Employee Assistance Program (EAP) for self-referral if some need for assistance is indicated.
- c. Review what is expected of the employee and why. Explain to the employee why his or her performance is unsatisfactory or below required standards. Offer suggestions and set goals for improvement.
- d. Document the discussion for future reference, to include EAP advisement and availability. Furnish a written statement to the employee within one week covering the points discussed during the meeting. Insure the statement includes the fact that the employee was advised that an EAP is available, on a voluntary basis, if the employee desires assistance.
- e. Establish a follow-up date to review progress with the employee and document whether steps have or have not been taken toward correction. The appropriate time frame will vary with each employee, depending on his/her abilities and the severity of the problem.

NOTE: It is important in these first two steps to encourage the employee to give his or her views for the performance problem in order to avoid any misunderstandings. The supervisor should encourage the employee to acknowledge that there is a current job performance problem and corrective action is necessary. Every employee deserves a chance to correct a job performance problem on his or her own or with normal supervisory guidance. The supervisor should not assume that personal problems are the cause of low performance nor should the supervisor attempt to diagnose such problems. If the employee admits to a personal problem, the supervisor should ask whether the employee would like to discuss the problem with a counselor, either by self-referral or an EAP arranged appointment.

3. Written warning.

- a. Issue a written warning to the employee. Make sure the employee understands the significance of the written warning and why s/he is receiving one.
- b. If the need is indicated, offer the assistance of an EAP counselor or offer to make a referral. Emphasize to the employee that confidentiality will be maintained and that the program is strictly voluntary.
- c. Document in the warning the availability of the EAP program.
- d. The written warning must outline steps for improvement of the employee's work performance and state that without significant improvement, action for dismissal, demotion, or suspension will be taken.
- e. Establish a follow-up date. Review progress with the employee on the established date and document it.

4. Job action

- a. If previous steps have not resulted in improved job performance, job action should be taken. It may take one of the following forms:
  - Suspension
  - Demotion
  - Dismissal
- b. Review Chapter 4080, KSU Policy and Procedures Manual, for performance evaluation requirements and documentation.

NOTE: The employee's record, length of service, and current attitude may determine which job action is appropriate. In implementing the job action procedure, keep the following points in mind:

- Identify the job performance problem and discuss it with the employee as early as possible. Use discretion. One single incident may not necessitate action but deviation from normal job performance patterns should be identified early.
- Be specific in describing the performance problem. Make sure the employee understands exactly where w/he needs to improve and to what extent. Explain consequences of continued job performance deterioration.
- Keep discussion focused on job performance problems. Keep your emotions in check.
- When warnings are given, ask the employee what action s/he will take to solve the problem. Follow-up discussions should determine whether the employee is actually taking action, particularly in cases where the performance continues to deteriorate. The supervisor may use her/his discretion in deciding how direct to be in these matters.
- Avoid diagnosing personal problems as causes of unsatisfactory job performance. Leave diagnoses to the designated assessment and referral service.
- A relapse may occur. This should be treated on an individual basis, depending upon the employee's progress and attitude.