



SUPERVISOR AND MANAGER GUIDE

Coastline EAP provides consultation and support for a wide range of work/life concerns for you, your employees and family members.



www.coastlineeap.com

Preparing for the Referral

- Contact your human resources department to map out your strategy.
- Contact **Coastline EAP** to alert us to the referral. We can provide support and consultation.
- Offer the services of **Coastline EAP** to all employees at the first sign of performance concerns. Pre-discipline, verbal warning, and written warning conversations are all opportunities to motivate employees for change.
- Union representatives can also help encourage members to use **Coastline EAP's** support.
- Mandatory referrals? For some people, the word "mandatory" is a barrier to accessing help. If an employee refuses assistance or job performance declines to the point of a final warning or termination, consider a Last Chance Agreement that includes referral to **Coastline EAP**.

EAP Confidentiality

- Remind the employee that the nature of any personal problems discussed with **Coastline EAP**, and the details of the recommended plan will not be revealed to the employer. **Coastline EAP** will ask for releases in accordance with confidentiality laws. Indicate that you are interested only in the employee's well-being and the employee's commitment to resolve job performance issues.
- If an employee shares treatment information, provide assurance of confidentiality and refer to EAP for support. Let the employee know that you would like to hear that they are getting needed services and support.
- After a referral, **Coastline EAP**, with the employee's permission, will check in with you periodically. If problems continue or reappear, alert **Coastline EAP** and consult your human resources department.

Not everyone accepts an offer of help the first time. Every conversation about job performance is an opportunity to assist your employee through EAP referral.



1-800-445-1195

401-732-9444

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Performance Checklist

The employee behaviors listed below may indicate referral opportunities to [Coastline EAP](#). This list may be helpful as you organize your observations and documentation.

Absenteeism

- Frequent unscheduled short-term absences, with questionable excuses
- Higher absenteeism than other employees
- Excessive tardiness in the morning; leaving work early
- Frequent Monday or Friday absences
- Absence from desk or work area more than warranted by duties

Decreasing Task Performance

- Missed deadlines
- Mistakes (despite skill/experience)
- Tasks take more time (despite skill/experience)
- Declining problem-solving or creative ability
- Difficulty recalling instructions, details, etc.
- Poor decision-making
- Lack of usual initiative
- Inconsistent productivity

Fitness for Duty Concerns

- Questionable physical or emotional condition
- Changes in physical or emotional condition during workday

Poor Relationships on the Job

- Complaints by customers, clients, or colleagues about lack of cooperation, negative attitude, or poor service
- Disrespectful communication

Assisting and addressing employees who are not meeting their job expectations can challenge even the most experienced supervisor or manager.

The good news is that you can play an important role in motivating employees to make changes and be successful. Each conversation is an opportunity to resolve problems early by reminding employees of [Coastline EAP's](#) services.

Having the Conversation

Show concern for the employee

"You have been one of my most reliable employees [or any positive statement], but now I am concerned about your job performance."

Present the documented problem

"This is what has been concerning me... [present facts]."

State the action to be taken

"I have to give you a [disciplinary action]. If the problem continues, I will have to take further actions that may lead to termination."

Offer assistance

"I'd like to remind you about [Coastline EAP](#). They can provide support and identify helpful resources as you address the concerns we are discussing. What you tell [Coastline EAP](#) is confidential. I ask only that you give them permission to let me know of your efforts to resolve any problems. Using the services of [Coastline EAP](#) will not jeopardize your future job opportunities. In fact, I would respect you for using this resource."

Offer a solution and make a referral

"Let me arrange for you to talk to someone at [Coastline EAP](#). You can call them now from my office." (If the employee declines, urge them to call [Coastline EAP](#) at a later time.)



Trauma Response Service

If you are a manager or supervisor with a sudden or expected loss or tragedy affecting your workgroup, you can reach our experienced EAP staff day or night for consultation and support. All [Coastline EAP](#) consultants are trained to provide crisis counseling for those affected by the death or injury of a colleague, accidents, robberies, violence, natural disasters and other traumatic events.

We are available to meet with you and your team on-site and we provide immediate 24/7 crisis support by phone.

[Coastline EAP](#) welcomes your call any time we can assist you with your expected and unexpected challenges.



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