Intervention and Referral

Refer for assistance

- Focus only on performance problems
- Do not attempt to determine whether alcohol or drug use is part of the cause
- Assure employee that you are not assuming that there is any kind of problem
- Acknowledge that performance problems are sometimes caused by personal problems
- Advise the employee that it is his/her responsibility to consider whether or not his/her poor performance is caused by an underlying personal problem.

If EAP services are available:

- Refer employee to the EAP
- Emphasize the confidential nature of the EAP
- Be clear about your expectations of the employee’s performance and his/her participation in the program
- Continue to monitor job performance
- Apply progressive discipline as needed
- Notify the EAP if performance continues to decline

If EAP services are not available:

- Notify employee that if he/she believes there is an underlying problem, help may be available
- Offer list of therapists or treatment centers
- Emphasize that employee’s decision whether or not to seek help is a private one and will not be made public.
- Explain any benefits that may be available (LWOP, insurance coverage, etc.)
- Be clear about your expectations of the employee’s performance
- Continue to monitor job performance
- Apply progressive discipline as needed

Follow up on progress towards meeting performance goals

- Do not expect to get information about the employee’s progress from an EAP or treatment provider
- Set a meeting to review the impact of your constructive confrontation and determine what progress has been made in terms of performance
- If employee discloses information about his/her meeting with an EAP or about his/her progress in treatment, this should not be the focus of your discussion.
- If performance is the same or has deteriorated further, review issues again and encourage employee again to seek assistance
- Determine the appropriate next step of discipline up to and including termination
- If performance has improved, let the employee know that you have noticed and appreciate his/her efforts
- Document the improvement