



## **SUPERVISOR'S GUIDE: HOW TO REFER EMPLOYEES TO THE EAP Employee Assistance Program 415-554-9580**

The purpose the Employee Assistance Program (EAP) is to provide sufficient, easy access to high quality consulting and personal guidance for employees' problem solving for confidential business and personal issues so that employees maintain wellness to support job satisfaction and work performance.

Supervisors and managers have the responsibility to oversee employees' performance and ensure that the performance meets the standards required for delivering high quality products and services. When the manager or supervisor observes that employee performance does not meet the standards it is the supervisor's/manager's responsibility to work with the employee to take actions that will return the performance to the required standard. When an employee's personal/interpersonal issues contribute significantly to a drop in performance the Employee Assistance Program can be helpful.

### **PROBLEM IDENTIFICATION PROCESS**

1. The supervisor observes that an employee's performance has changed and no longer meets performance standards.
2. The supervisor talks with the employee about the performance and they begin the problem solving conversation to explore the causes: Is it a **skill** issue? Is it a **knowledge** issue? Is it an **environmental** issue (tools, etc.)? Is it a **desire/willingness** issue? Is it an **ability** (talent) issue? Is it a **personal life** issue?
3. The supervisor and employee explore possible corrective action solutions. These are evaluated and the appropriate solution or combinations of solutions are selected. A formal Performance Improvement Plan may be appropriate.

Corrective action solutions can include training offered through the employee's department, training offered by DHR's Workforce Development, training/education offered by City College, changes to the environment, mentoring, coaching, more practice, etc.

**When the problem is not a skill or knowledge issue and appears to be related to the employee's personal life or inter-personal skills the supervisor should consider a referral to the Employee Assistance Program.**

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### **WHEN THE EAP IS PART OF THE SOLUTION**

1. For **personal/interpersonal concerns** that may be affecting an employee's performance, the supervisor should call the EAP at **554-9580** to talk with an Employee Assistance Counselor. If needed, the EAP will send the supervisor an **EAP Supervisory Referral Form**.  
The supervisor should give the employee an **EAP brochure** and talk with the employee about the EAP:
  - a. The type of services that the EAP provides (coaching, consulting, referrals, etc.).
  - b. EAP services are confidential (see 4. below).
  - c. Employees can use paid work time to attend any scheduled EAP appointments.
2. The supervisor should send the **EAP Supervisory Referral Form** back to the EAP.
3. The supervisor should inform the employee that s/he has made an EAP referral.
4. The supervisor should ask the employee to sign an **EAP Release of Information** form when s/he goes to the EAP. This will allow the supervisor to receive the following information from the EAP:
  - a. The dates that EAP provided a service (not details of the service)
  - b. If further services are recommended
  - c. The dates that the EAP final services are completed
5. After the specific EAP service has ended, the EAP is available to supervisors and managers to provide as-needed, confidential consultations regarding possible return-to-work issues including chemical dependency treatment; losing a loved one; surviving domestic violence; providing elder care, etc.