



Magellan
HEALTHCARE®

Manager's Program Guide

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Welcome

Creating a safe and productive work environment with an engaged and enthusiastic staff is a common goal for managers and supervisors. Your program is here to support you on this journey with a variety of resources, tools and services that are free, confidential and available to staff and their household members.

When you or your staff experience work-related or personal issues, your program offers help for a variety of challenges including anxiety, critical incident response, depression, grief, manager support, relationship issues, stress, substance misuse, work-life services and more.

As a manager your job is to support your staff so they can maintain optimal work performance. Your program can be used to help you develop as a manager and also to assist your staff as they navigate through the ups and downs of life. This guide outlines the services available to you as well as those you can recommend to your staff.



Until you think about it, you don't notice how effectively Kathy has guided you to define, verbalize, and resolve your challenge. I was fortunate to benefit from her coaching during a recent life transition. Her coaching was instrumental in bringing clarity to my situation and helped me find great peace where I could not find it before. With her help, I was able to move forward with happiness and joyful anticipation of the great things that are ahead for my family and me.

– Member testimonial





Your
program

Understanding your program

Your program offers something for everyone! Your employer is paying for this program to help you and your staff with a broad range of issues affecting mental health and emotional well-being, and it is also a valuable resource for celebratory life events such as welcoming a new baby, adopting a pet, purchasing a home, planning for retirement and more.

Key features

- Provided at no cost to you and your household members
- Completely confidential service managed by a third party
- Available 24/7/365

How you and your staff can use the program

For yourself

You can take advantage of the learning events and Workplace Support Services, including the ability to consult with specialists confidentially. Your program also provides critical incident response services for traumatic events in the workplace. See page 9 for more information.

For your staff

When you become aware that a staff member is struggling with an issue and you are concerned about the individual's well-being, you can recommend the program as a valuable and helpful resource. See page 20 for more information on an Informal Referral.

As a management tool

When you are concerned about a staff member's declining work performance, Workplace Support Services can help you identify behavior patterns and ways to recommend the staff member seek help through the program. See page 20 for more information on a Formal Management Referral.

When to use your program

Part of being an effective manager is motivating your staff so they are productive and satisfied with their work. Occasionally, sensitive issues arise and you may need some help in handling them. Consider consulting with your program when:

- You are concerned about a staff member's welfare
- Someone's work is suffering because of personal concerns
- A problem surfaces or a crisis strikes
- You encounter a situation that you are not sure how to handle
- A staff member consistently arrives late to work
- A staff member is diagnosed with a terminal illness or passes away
- A staff member is transitioning back to work after an extended time away
- You begin to suspect a staff member is experiencing personal problems at home
- You think a staff member is either drinking or using drugs on the job
- You are managing staff members in life stages that you are not familiar with
- You are working with an emotionally distressed staff member

Your program is here to help you when you need it. You can call anytime and speak to experienced and trained professionals who can help you respond to a range of workplace issues.

Promoting your program

Creating awareness of your program is vital to helping your staff understand all of the free and confidential resources, tools and programs that are available to them and their household members. In addition, promoting the program as a resource for helping people to manage the ups and downs of life helps normalize issues and decrease the stigma that can be associated with asking for help.

Establish awareness

Practice these tactics to ensure staff members know about the program.

- Bring it up in a staff meeting and distribute an informational program flyer or brochure.
- Send the orientation video along with a link to the member website.
- Hang awareness posters and post digital signage in high traffic areas.
- Plan to communicate different aspects of the program to your staff on a regular basis, i.e., overall program awareness, work-life services, suicide awareness, etc.

Communicate accessibility

Make it clear how easy it is to access the program.

- Staff can explore the member website and quickly see all the no-cost features and benefits.
- Staff members can call the program number and the representative will listen and provide resources specific to the caller's needs. The call is completely confidential, and no situation is too big or too small.

Emphasize confidentiality

Make it clear that no one will know if a staff member has used program resources. The process is completely confidential for self-referring individuals.

Promote normalcy

Communicate to staff that everyone has ups and downs in life, and it is okay to seek assistance.

- Help staff members understand that the program is designed to help individuals live their best lives, so they can perform better at work and achieve a more satisfying quality of life.
- Share the monthly newsletter or visit the member website and find articles and videos that will resonate with your staff.

Once staff members have a clear understanding of the program benefits and how to use them, they are much more likely to seek help when they need it.

Navigating the counseling process

There are many misconceptions about what it means to talk to a counselor and the stigma associated with it is often the reason people do not seek help in the first place. However, therapy can help people manage issues, develop coping skills and learn how to improve themselves. Therapy is not just for mental health issues, it can help with support, education, guidance, and provide you with the resources to learn and practice new ways of coping.

Common reasons people seek therapy:

- To work on marriage issues
- To cope with a big life transition
- To develop better parenting skills
- To manage mood swings
- To improve career prospects
- To process grief
- To become more assertive
- To mitigate harmful thoughts
- To process trauma
- To gain a deeper understanding of themselves

Seeking guidance to work through a personal problem is just as important as receiving help for a medical issue. Your outreach to your program is completely confidential and provided by a third party. Your personal information is not shared outside the program unless you sign a release of information or if the law requires disclosure. When you are ready to get started, give your program a call and we will connect you with the right resource or professional.



It's been a difficult time for me. Katie is very positive, she's very helpful, and I just can't say enough about her. I'm so grateful to you guys for what you do. I greatly appreciate her service.

– Member testimonial





Manager
support

Learning events

Learning events can be accessed on-demand or through onsite trainings and are available for supervisors and staff in the following categories: leadership, working well, emotional well-being, home and family, healthy living and specialty trainings.

Please visit your member website to access the following resources:

- *Annual live webinar calendar*—live webinars are presented monthly for staff and quarterly for managers. All webinars are recorded and posted on the member website for on-demand access.
- *The Options in Learning Training Guide*—with over 50 trainings on topics ranging from emotional well-being to healthy living and leadership, these courses are delivered in-person or in real-time via webinars.
- *The Learning Center*—offers a comprehensive emotional health and wellness library with articles, videos, webinars, self-assessments, guides, checklists and more.

Workplace Support Services

Managers can use Workplace Support Services for confidential guidance to improve team dynamics and help staff in the most productive and appropriate manner.

Your program provides specialized Workplace Support consultants to help managers and supervisors to effectively assess challenging situations and determine the appropriate level of intervention based on departmental policies. Managers can call Workplace Support Services for a confidential management consultation on how to approach team dynamics or individual concerns including:

- Providing guidance on how to communicate a performance issue to a staff member.
- Explaining how to offer help in the most productive manner.
- Offering suggestions on how to approach a referral and identify important actions to document.
- Discussing options for dealing with a difficult situation.



Kathy provided me support through many pivotal growing experiences in the past year: getting a promotion, sharpening my managerial skills, and discerning my next steps. The support, guidance, and listening I received from Kathy are truly a gift and a privilege. Of all the professionals I have had the opportunity to work with inside and outside of this program, Kathy remains set apart from the crowd. I have learned a lot from Kathy and it has been an absolute pleasure to work with her.

– Member testimonial



Critical Incident Response

When your workplace is disrupted by a tragic event, your staff may feel overwhelmed, anxious, unsettled and distracted. Tragedy has many faces, and each experience is unique. Our Critical Incident Response (CIR) team is here to support your staff with immediate and compassionate help, any time—day or night.

What the CIR team does

When a traumatic event occurs, CIR services can help minimize the long-term effects on staff and the organization. Our centralized, dedicated team of specialists are clinical professionals specially-trained to handle sensitive situations.

The team is available 24 hours a day, 365 days a year, and has an average of 17 years of experience.

CIR counselors help staff process and cope with the emotional and physical impacts of a traumatic event by fostering their natural resilience, coping skills and strategies.

A broad range of services are available, and they are deployed according to your organization's unique needs. Services include Psychological First Aid (PFA), Management Consultations, group and individual support to affected staff members and telephonic crisis support.

Services are confidential and provide staff members with the resources and support they need to manage potential stress and return to their regular lives.

How CIR works

The first step is to consult with you on what happened and assess the situation. Once the situation is assessed and a plan of action is developed, we will send a counselor to your work site within an appropriate and agreed upon period. The counselor will conduct an onsite structured intervention to help manage the incident, when appropriate, and be available to management and individual staff members as needed.

What to do when a traumatic event occurs

When your organization or departments within your company experience a crisis or traumatic event, give us a call. We understand that you may not have all of

the detailed information at the time of the first call, however, we do need specific information to assess the impact on your staff and to recommend the best response.

Questions to expect

- Contact information (name, title, phone number)
- Description of incident and affected staff
- Address of site or sites affected
- Date(s) and time(s) for requested onsite services
- Preferences (for example a specific provider)
- Number of staff affected
- Special needs, i.e., language, accessibility, etc.
- Any individual staff member concerns
- Impact on work performance
- Media involvement
- Types of interventions requested (group/individual/management consultation)

Please note: Magellan makes every effort to secure a counselor to come to your worksite at the requested date and time. Providing us with as much notice and details as possible helps to ensure fulfillment of your request.

What happens next

- Magellan will secure a CIR counselor
- You will receive tip sheets with information on how to cope with traumatic incidents to share with your staff
- The counselor will contact you to confirm details
- Staff can contact your program if they would like to speak to a clinician prior to the arrival of the CIR counselor



Staff
support

Caring for your staff

Mental health matters. One in five Americans lives with a mental health condition. As a manager, it is important to understand the warning signs so that you can help get someone the help they need and potentially protect others in your workplace.

Trying to tell the difference between expected behaviors and signs of a mental illness is not always easy. There is no test that can let someone know if they have a mental illness or if actions and thoughts might be typical behaviors of a person or the result of a physical illness.

Warning signs of behavioral health issues

Each illness has its own symptoms, but common signs of mental illness can include the following:

- Excessive worrying or fear
- Feeling sad or low for a long period of time
- Extreme mood changes, including uncontrollable “highs” or feelings of euphoria
- Prolonged or strong feelings of irritability or anger
- Avoiding friends and social activities
- Changes in sleeping or eating habits, feeling tired and low energy
- Difficulty perceiving reality (delusions or hallucinations, where a person experiences and senses things that do not exist in objective reality)
- Misuse of substances like alcohol or drugs
- Thinking or talking about suicide

Knowing when to offer assistance

If you think someone has a mental health issue there are many options you can choose to help.

- You can make the staff member aware of the program and the support services it offers.
- You can offer or support the staff member contact the program for support.
- You can contact the program yourself in your role as a manager or supervisor and discuss your concerns and get direction from a Workplace Support Consultant.

Preventing violence (at work and at home)

Workplace violence

When a work environment is in danger, staff members may feel vulnerable and uneasy. Violence prevention is key to avoiding a potentially damaging situation. Our experts can help you create a plan or provide immediate support resources when needed.

Call your program and ask to speak with a Workplace Support consultant about any signs of violence you may have noticed within your work environment. They are experts in dealing with these situations and can offer suggestions and help create a plan to deal with any threat of violence in the workplace.

Although there is no absolute predictor of who will become violent at work, there are some behaviors that are associated with workplace violence:

- Use of direct or veiled threats toward self or others
- Use of email to make threats toward self or others
- Intimidating, bullying or aggressive behavior
- Harassment
- Ongoing conflicts with supervisors or coworkers
- Bringing a weapon to the workplace
- Extreme change in behavior
- Explosive outbursts of anger or rage

Violence tends to escalate through a specific pattern. It is important not to tolerate any form of violence in the workplace and to prevent it from advancing to the next level.

Self-harm

Workplace violence can also take the form of self-inflicted violence. If a staff member mentions or suggests that he or she is thinking about self-harm, it is important to take this seriously. There are immediate resources available for someone who is feeling this way. Seeking help through the Workplace Support program is critical to reducing the risk of self-inflicted violence. No question or situation is too small for Workplace Support consultants. If you are not sure about the situation, call your program for a quick consultation—any time, day or night.

Domestic violence

An abusive relationship at home can transfer to the workplace as well. Victims may be dealing with an untrustworthy partner who follows him or her to work and displays stalking behavior. It is estimated that nearly one in four women are abused by someone they know. Although it is not your role to counsel staff members about their personal relationships, it is your responsibility to provide a safe work environment.

Signs of domestic violence include:

- Preoccupation or lack of concentration
- Increasing or unexplained absences
- Receiving harassing phone calls
- Bruises or other injuries that are unexplained

An alert and supportive manager or supervisor can make a difference. By recognizing the signs, consulting with your Workplace Support consultant, and helping the staff member with getting the right help at the right time, you can help the staff member and reduce any risk to the workplace.

Identifying substance misuse

In addition to the risk substance misuse poses for the individual, it also has significant consequences for the workplace. The effects of substance misuse on the job have a far-reaching impact on the profitability of a business. When a person is under the influence of alcohol or drugs, it can lead to accidents, inefficiency, reduced productivity, high stress and other issues.

If there is a concern about drug or alcohol use, it is important to take action. Your program can help you identify the behaviors or work performance issues that may require intervention.

Once you suspect a substance use problem, you can consider these steps:

1. Consult with the HR department about your organization's substance misuse policy and testing procedures.
2. Focus on the staff member's performance and observable behavior. Do not make accusations or diagnoses about substance use.
3. Document the behavior, the performance issues and the observable signs of alcohol or drug use.

If you or a staff member is struggling with addiction and it is taking a toll on work and home life, help is available. Your program can help you start a conversation with your staff member that is struggling with substance misuse and will work with you to explore strategies for dealing with the problem.

Transitioning staff members back to work after a leave of absence

Usually when a staff member leaves work for an extended period, whether two weeks or two months, the leave is triggered by a life event or transition. There are different types of leave—some are employer-sponsored and others are mandated by law.

Reintegrating into the workforce following a prolonged absence is an important process and your Workplace Support consultant can help in making the staff member's transition back to work successful.

Returning to work

Returning to work after an extended leave can be challenging for a staff member. Being proactive can make the staff member's return easier. Listed below are some practical tips to help with a transition back to work.

- If possible, as the staff member is planning his or her leave, discuss ways he or she may stay in touch with the office. For example, regular email correspondence so he or she can be kept updated on what is happening at the workplace. This connection reinforces the link back to the workplace and can be very helpful in mitigating the anxiety a long absence from work creates.
- When notified of a staff member's plan to return to work, set up a meeting with the staff member to discuss a return-to-work transition plan. In this meeting, clarify any concerns the staff member may have and identify if there are barriers to returning to work that can be addressed in preparing for the return.
- Schedule meetings with all appropriate co-workers/ departments for a "catch-up" meeting.
- Request training assistance from human resources, if needed by the staff member.
- Talk with the staff member about any needs for work accommodations or modified duty. Make sure these issues are addressed well in advance of the staff member's return.
- Talk with the staff member about communication with co-workers. Discuss how much information the staff member wants to share with co-workers to help with the transition. Be respectful of the staff member's privacy needs.
- Consider inviting the staff member to lunch or a meeting with you and the staff member's co-workers prior to return to work. This may help the staff member feel more comfortable and connected prior to returning to the office.
- Encourage the development of a written return-to-work plan that includes commitments to the plan by all parties.
- It is normal that the staff member will experience anxiety or worry when returning to work. Reinforce to the staff member the importance of self-care and setting realistic expectations. Expect to allow some time for adjustment issues. Encourage the staff member to consider using the program for help.
- Consider all components of your organization's staff member supports, such as work-life resources, specialty programs for specific conditions and other programs that may be available to help the staff member in navigating this life transition. If you are not sure of the full span of resources that may apply, consult your human resource representative, or call the program for more information or ideas.
- Keep communication open between you and the staff member.

Transition staff members back to work following a substance misuse leave

Treatment is the first step in recovery from a substance misuse problem. The program provides several supportive tools and resources that are available for staff members and for supervisors. Staff members with substance abuse concerns who access the program are also provided:

- **Structured follow-up**—To help a staff member sustain recovery, your Workplace Support consultant will set up a structured follow-up plan consistent with the staff member's needs. This program provides the most support when chance of relapse is highest.
- **Recovery monitoring for supervisor referrals**—Recovery monitoring services combine recovery support with treatment compliance monitoring.* In the case of mandatory referrals, the Workplace Support consultant makes regular contacts (at least monthly) with both the staff member and the treatment provider to confirm continued participation in any agreed-upon treatment plan.
- **For supervisor referrals related to substance misuse**—The program provides compliance information reports regularly to the designated employer representative to aid in any corrective action procedures relating to the staff member's substance abuse. The combination of recovery monitoring and employer support is a powerful way to help staff members remain on their path to recovery.

** Compliance monitoring is provided only when the staff member signs an Authorization to Use or Disclose Information form authorizing the program to share treatment compliance with the employer.*



Thank you so much for these resources! And thank you so much as well for taking the time to speak with me last week. I wanted you to know that that made a big difference for me, truly. That was the lowest and the most helpless I've felt in a long time, and it helped immensely to be able to call and speak with you.

– Member testimonial



Addressing performance issues

Sometimes work or personal problems can affect a staff member's work performance. As a manager, one of your responsibilities is to ensure that your staff perform their jobs in a satisfactory manner according to their job specifications. When addressing performance issues, practice these tips.

Identify expectations

- Define specific expectations of the staff member based on his or her job description.
- Convey concise, detailed information.

Specify performance concerns

- Point out where performance has slipped compared to past work and behavior. Be honest and firm.
- Give specific, objective examples with dates, times, and situations.
- Emphasize the seriousness of the situation.
- Focus on the job, not the individual.
- Avoid making judgments.
- Keep the discussion focused on work performance, regardless of the staff member's response.

Schedule timelines for improvement and a follow-up meeting

- You and the staff member should jointly agree on an action plan based on the staff member's input and your guidance.
- Establish a timeline for improvement, appropriate to the level of the problem.
- Determine and agree on desired results.
- Set a time, date and place for the next meeting.

Describe consequences*

The staff member needs to know that his or her performance problem is a serious situation and what he or she can expect if work expectations are not met. At this point, you should:

- Be specific without threatening.
- Be prepared to follow through if performance does not improve.

- Emphasize that the staff member is responsible for resolving the present situation and avoiding future consequences.

**Be sure to consult with your human resources department prior to communicating consequences to ensure that any job action is consistent with internal policy and procedures.*

Recommend the program

- Reiterate your confidence with the staff member and reinforce that your goal is to help them become productive again.
- Remind the staff member that you do not need to know of personal problems, but you can encourage the use of the program explain how it can help.
- Provide information about the program, emphasizing that it is a confidential resource available free of charge to address any personal problems the staff member may be having.
- Refer the staff member to the program. Help in making the call if necessary.
- Explain that the program is confidential, and no personal or private information will be provided to anyone without the staff member's written consent.

Note: You may wish to call your Workplace Support consultant to discuss confidentiality issues and Authorization to Disclose procedures.

Managing a constructive confrontation

Constructive confrontation is a technique that allows you to objectively address performance issues. Constructive confrontation offers the opportunity to combine a discussion of the performance problem with a genuine offer of help.

The first confrontation is meant to provide constructive, candid feedback about work performance; which is presented in an objective, factual manner. It is not meant to be a negative, emotional exchange. The order of the meeting is an important connector to the effectiveness of this technique. When the discussion has ended, there should be specific action items to be completed by both the staff member and supervisor.

Preparation will be the key to a successful constructive confrontation and should include the following:

- Be respectful of privacy. This type of discussion should be conducted in a private setting and should never be held in the presence of or within listening range of others.
- Gather and organize your documentation so it is available during the discussion.
- Consult with your human resources department to ensure your meeting is consistent with your organization's specific policies and procedures.
- Be aware of your own expectations. Define acceptable and unacceptable performance.
- Focus on behavior. Do not label or diagnose a personal problem either in your mind or at the meeting.

Four steps for a constructive confrontation

A constructive confrontation includes four components. These steps, outlined on the following pages, illustrate how to conduct a successful constructive confrontation.



ACKNOWLEDGE

Reinforce the staff member's value



CONFRONT

Address expectations & work performance



SUPPORT

Recommend your program



FOLLOW UP

Meet regularly with the staff member

1. Reinforce the staff member's value

Begin the meeting by highlighting the staff member's value. Ways to show the staff member's value can include:

- You have noticed a change in work performance.
- Your concern today pertains to this change.
- The change is not typical of past work habits.

Acknowledge the staff member's past and present good performance. It is important to:

- Let the person know of his or her value to the organization.
- Give examples of past and present contributions (e.g., years of service, past performance, technical skills, earlier level of dependability).
- Tell the staff member that you appreciate these contributions.

2. Address work performance and expectations

The key to this part of the meeting is to remain calm and objective.

Identify expectations:

- Define specific expectations of the staff member based on his or her job description.
- Convey concise, detailed information.

Specify performance concerns:

- Point out where performance has slipped compared to past work and behavior. Be honest and firm.
- Give specific, objective examples with dates, times and situations.
- Emphasize the seriousness of the situation.
- Focus on the job, not the individual. Avoid making judgments.
- Keep the discussion focused on work performance, regardless of the employee's response.

Schedule timelines for improvement and a follow-up meeting:

- You and the staff member should jointly agree on an action plan based on their input and your guidance.
- Establish a timeline for improvement, appropriate to the level of the problem.
- Determine and agree on desired results.
- Set a time, date and place for the next meeting.

Describe consequences:*

The staff member needs to know that his or her performance problem is a serious situation and what he or she can expect if work expectations are not met. At this point, you should:

- Be specific without threatening.
- Be prepared to follow through if performance does not improve.
- Emphasize that the employee is responsible for resolving the present situation and avoiding future consequences.

**Be sure to consult with your human resources department prior to communicating consequences to ensure that any job action is consistent with internal policy and procedures.*

3. Recommend your program

- Reiterate your confidence with the staff member and reinforce that your goal is to help them become productive again.
- Remind the staff member that you do not need to know of personal problems but you can encourage the use of your program and explain how it can help.
- Provide information about your program, emphasizing that it is a confidential resource available free of charge to address any personal problems the staff member may be having.
- Explain to the staff member that no personal or private information will be provided to anyone without the individual's written consent.

Note: You may wish to call your Workplace Support consultant to discuss confidentiality issues and Authorization to Disclose procedures.

4. Ongoing communication and engagement

Following up after the constructive confrontation meeting is just as important as preparation before the meeting. Some good guidelines for follow-up are:

- Keep all aspects of the situation between you and the staff member private.
- Do not “walk on eggshells.” It is counterproductive to be overly sensitive or empathetic.
- Continue to watch the staff member’s work performance and document improvement or decline (performance documentation example is below).
- Make yourself available to the staff member to provide guidance or discuss concerns the staff member may have.
- Support and reinforce positive behavior changes.
- Follow through with normal disciplinary procedures, if necessary.

In addition, a Workplace Support consultant is always available to answer any questions you may have about work expectations following a constructive confrontation, and to provide consultation on any added concerns you may have about the situation. We also recommend that you stay in contact with your human resources department about appropriate job action.

Stay focused on performance

Even with thorough preparation, there is no way to predict how a staff member will react to a constructive confrontation meeting. Many times, the staff member will appreciate your support and welcome the opportunity to resolve problems and improve performance. In other cases, the staff member may become defensive and emotional. Workplace Support services can help you generate a plan to have a constructive confrontation with a staff member about work performance.

Performance documentation example

<i>Day</i>	<i>Date</i>	<i>Time</i>	<i>Change in Performance</i>
Monday	4/04/yr.	9:30 A.M.	Absent. Said it was due to “recurring and very painful stomach problem.”
Wednesday	4/06/yr.	9:30 A.M.	Tardy. 30 minutes.
Friday	4/08/yr.	9:30 A.M.	Absent. Said it was “recurring stomach problem.”
Tuesday	4/12/yr.	9:45 A.M.	Tardy. 45 minutes.
Wednesday	4/13/yr.	9:15 A.M.	Absent. Had to go to court.
Monday	4/18/yr.	9:05 A.M.	Absent. Dentist appointment.
Thursday	4/21/yr.	9:30 A.M.	Tardy. 30 minutes.
Friday	4/22/yr.	9:40 A.M.	Tardy. 40 minutes.
Monday	4/25/yr.	11:00 A.M.	Missed deadline for important project to be completed at time of department meeting.
Tuesday	4/26/yr.	3:00 P.M.	Complaint from sales representative about John’s rude phone manner.
Monday	5/02/yr.	11:30 A.M.	Absent. Unexplained.

Initiating a management referral

As a manager, your role is to be concerned with job behavior and performance, remain alert to changes in normal work pattern/behavior/productivity and take action when the welfare of your staff or organization is at risk. When you need added support or guidance, reach out to your program and speak confidentially with a Workplace Support consultant. Consultants are available at any time, day or night, and can provide guidance on how to approach team dynamics or individual concerns. For additional support, consider a management referral.

There are three types of management referrals available: self-referral/informal referral, formal management referral and specialized management referrals (DOT and DOE/NRC).

Self-referral/informal referral

This type of referral allows supervisors to address staff member performance issues that do not warrant formal disciplinary action.

The supervisor can recommend program participation to a staff member who requests help or when the supervisor sees a staff member who seems to be experiencing emotional difficulties in the workplace. Typically, these referrals are due to a concern about the staff member's well-being in reaction to personal, acute or traumatic circumstances in their life.

The staff member's participation in the program is voluntary. Through this referral, the Workplace Support consultant's role includes:

- Helping the staff member with finding the right program coordinator to schedule a face-to-face evaluation and potential on-going sessions to deal with any personal issues that may be impacting the workplace.
- Feedback will not be provided to the company contact about the staff member's outreach or use of the program.

Formal management referral

This type of referral allows supervisors to address staff member attendance issues where a pattern of behavior has been demonstrated by a staff member and there is a noticeable decline in work performance.

A supervisor can recommend the staff member to seek help through the program and request the staff member follow through with this recommendation.

Through this referral, the workplace consultant will help with:

- Obtaining a signed Authorization to Use or Disclose Protected Health Information form from the staff member. This form allows the workplace consultant to follow-up and provides one-time reporting regarding the staff member's attendance at an appointment.
- Referring the staff member to a local counselor for an assessment.

Specialized management referrals (DOT and DOE/NRC)

Workplace Support consultants have extensive experience with management referrals of staff members subject to Department of Transportation (DOT) and Department of Energy (DOE)/Nuclear Regulatory Commission (NRC) drug-free workplace and other workplace safety regulations. Ongoing training in these areas is needed for all Workplace Support consultants assuring that appropriate procedures for regulated referrals are followed and that their knowledge and understanding of employer needs is up to date.

Manager referral performance worksheet

If work performance or the behavior of a staff member has deteriorated and all the usual forms of dealing with the staff member has failed to generate any improvement, it may be time to consider using Workplace Support services to find solutions. You can call any time—but the questions below may help you decide when. Print this sheet as needed.

Staff member: _____ Date: _____

A. Have you seen repeated and continued patterns of performance deterioration in any of the following areas? Check the box for affirmative.

- | | | |
|--|---|---|
| 1. Quantity/Quality of Work? <ul style="list-style-type: none"><input type="radio"/> Gradual reduction over a period of time<input type="radio"/> Inconsistent/sporadic<input type="radio"/> Carelessness, increased mistakes | 6. Dependability <ul style="list-style-type: none"><input type="radio"/> Does not meet schedules<input type="radio"/> Makes unreliable/untrue statements | 10. Interpersonal Skills <ul style="list-style-type: none"><input type="radio"/> Deliberately avoids colleagues and supervisor<input type="radio"/> Complainer<input type="radio"/> Unusually sensitive to advice or criticism<input type="radio"/> Overly critical of others |
| 2. Job-related Work Knowledge <ul style="list-style-type: none"><input type="radio"/> Forgetful<input type="radio"/> Reduced awareness of what is going on<input type="radio"/> Unable to keep current | 7. Attendance and Punctuality <ul style="list-style-type: none"><input type="radio"/> Frequent tardiness in the morning<input type="radio"/> Frequent unplanned absences<input type="radio"/> Frequent complaints of vague illness<input type="radio"/> Frequently leaves early or returns late from lunch<input type="radio"/> Frequent unexplained disappearances from job | 11. Safety Conscious <ul style="list-style-type: none"><input type="radio"/> Higher than average on the job accidents<input type="radio"/> Takes needless risks<input type="radio"/> Disregards safety of others |
| 3. Judgment <ul style="list-style-type: none"><input type="radio"/> Inconsistent<input type="radio"/> Frequent errors on routine matters | 8. Analytical Ability <ul style="list-style-type: none"><input type="radio"/> Details often neglected<input type="radio"/> Increased number of poor conclusions/decisions | 12. Other Behavior Problems <ul style="list-style-type: none"><input type="radio"/> Inappropriate personal appearance<input type="radio"/> Loss of interest/enthusiasm for job<input type="radio"/> Extreme mood swings<input type="radio"/> Inappropriate behavior |
| 4. Initiative <ul style="list-style-type: none"><input type="radio"/> Unwillingness to change work responsibilities<input type="radio"/> Needs constant supervision | 9. Ability to Communicate <ul style="list-style-type: none"><input type="radio"/> Argumentative<input type="radio"/> Less communicative than in the past<input type="radio"/> Unclear/imprecise written communications | |
| 5. Resource Utilization <ul style="list-style-type: none"><input type="radio"/> Overly dependent on others<input type="radio"/> Unable to identify proper resources | | |

Regarding the affirmative responses (Items 1–12)

- B. Have you documented the performance or behavior deficiencies in behaviorally specific terms? ☐ Yes ☐ No
- C. Have you communicated your concerns regarding the employee's work performance or behavior to the employee? ☐ Yes ☐ No
- D. Has his or her performance or behavior continued to deteriorate? ☐ Yes ☐ No
- E. Have these items been included in a formal performance review or in formal disciplinary actions? ☐ Yes ☐ No

If the total affirmative responses under section A are excessive in your judgment and the answers to sections B, C, D and E are affirmative, contact Workplace Support.