



Referring employees to the EAP

There are three ways to refer employees to the EAP. Here are guidelines to help you understand which method to use.

1. **Informal referral.** You do not have current job performance concerns. You believe that the employee would benefit from EAP services. You have noticed work performance is slipping or attendance is problematic. The employee chooses whether to follow through or not. The EAP will not report contact to the workplace.
2. **Formal referral.** There is a marked decline in work performance. The employee may already be receiving performance coaching. The referral is made as part of a corrective action plan. You have told the employee that you expect him or her to contact the EAP. If the employee chooses to contact the EAP, he or she is expected to sign a release so that follow through and attendance at the EAP can be reported to the supervisor.
3. **Mandatory referral.** This type of referral is made when disciplinary action or termination of the employee is at hand. The company would like to offer the employee the chance to resolve his or her problem(s). Compliance with this referral is mandatory. Failure to follow through with the EAP referral, evaluation, or treatment and service recommendations will more than likely end the employee's service. This type of referral

should only be made when the company policy provides for such a practice.

Reasons for mandatory referrals may include:

- Violence or threats of violence in the workplace
- Domestic violence and/or harassment
- Sexual harassment in the work place
- Age discrimination
- Nation of origin discrimination
- Expression of suicidal thoughts or behaviors
- Hostile work environment
- Drug/alcohol in the workplace or self-reported to the workplace

There are many factors that come into play with each of the above situations. You may wish to call our management consultation line before deciding what level of referral to make. Management consultants can help you consider how you will discuss the referral with the employee.

Here are the steps to take when making a formal or mandatory referral.

1. Review policies.
2. Identify what behaviors are affecting job performance. Is it absenteeism? Tardiness? Difficulty following directions? Document these observations using objective language. For instance, do not write "the employee is lazy." Write what you know.



"The employee has not completed assigned work."

3. Consult with Human Resources.
4. Begin feedback process with employee, per your policies and procedures.
5. Provide the employee with your workplace expectations. Let the employee know that he or she is expected to contact the EAP by a certain date. Provide the information verbally and in writing. Make sure you give the employee the EAP phone number and date by which you expect him or her to have called. Let the employee know that he or she should tell the EAP this is a management referral.
6. Ask that the employee sign a release of information with the EAP so that their participation and cooperation with treatment can be reported to you. Assure the employee that **personal information** shared with the EAP is **confidential** and **will not** be reported to the workplace.
7. Advise the employee to make the call in private because personal information will be discussed. Offer the use of your office if appropriate.
8. You may wish to be alone when you call the management consultation line and make the referral. The consultant will record all relevant information so he or she can be ready for the employee's call.
9. Fax any necessary documentation to your management consultant, such as a written disciplinary letter, memo of expectations, etc.
10. Your management consultant may ask you to have the employee sign the release of information to the workplace. If that is the

case, you will fax a signed copy back to your consultant.

11. Advise your management consultant how often you wish reporting on attendance and compliance for mandatory referrals (for example, weekly, once a month or only after there is an instance of absence or non-compliance). Your consultant will then contact you on that basis. During this time, the consultant may ask you for information on how the employee is performing at work. This information may be shared with the treating clinician to help guide the direction of counseling sessions.
12. Make sure you document all that you do.

Remember, your management consultation team is here to help you 24 hours a day, 7 days a week.