

CONCERN: Employee Assistance Program
THE SUPERVISOR REFERRAL PROCESS

While you can inform employees about their **CONCERN** benefit on an informal basis at any time, the Supervisor Referral process is a structured *tool* a manager, supervisor, or HR staff member can use to help employees address specific on-the-job performance problems that are of concern to you and /or your organization. By using the Supervisor Referral process, you can communicate to an employee and **CONCERN** – in a clear and focused manner – the exact nature of work performance issues as well as your expectations for change. This will facilitate collaborative efforts between the employee and a **CONCERN** counselor to resolve the problems.

To make a Supervisor Referral, follow these steps:

1. **Consult with CONCERN.** Call **CONCERN** to request consultation regarding:
 - Assistance in determining the appropriateness of a supervisor referral
 - A review of the steps in the supervisor referral process
 - Recommendations about what to say to make an effective referral
 - A description of what to expect from the referral
2. **Talk to your Human Resources staff** to ensure that company policies are met with regard to documentation and the scheduling of a meeting with the employee. Remember that it is always advisable to document job performance problems as early as possible, even before making a Supervisor Referral.
3. **Complete the Supervisor Referral Form**, identifying the reasons you are making the referral and, most importantly, the *specific behavior changes you would like your employee to make to improve his or her performance.* (Please note: While documenting performance issues is important, the Supervisor Referral Form itself is not intended for placement in the employee's personnel file.)
3. **Meet with the Employee** and discuss the information on the Supervisor Referral Form. Make a strong, positive referral to **CONCERN**, while noting that the referral is voluntary. (In cases where you are considering making the referral mandatory, please consult with **CONCERN** about procedures for a Mandatory Referral.)

Give the employee a copy of the completed Supervisor Referral Form and the “*Message from CONCERN*” handout. Emphasize the following points:

- The employee will have up to 10 visits with a licensed counselor
- The visits to **CONCERN** are at no charge to the employee
- An experienced, professional counselor will assist him or her
- An employee's contacts with the counselor are confidential
- Free, confidential counseling services are also available to family members
- A phone call is all it takes to get started

Be sure to communicate the seriousness of the situation to the employee and your specific expectations for improvement in job performance.

Important! If you want to know if the employee does or does not contact CONCERN, be sure to have the employee sign the **Employee Signature and Release of Information** section of the form.

FAX (*preferable*) or mail the Supervisor Referral Form *immediately* to **CONCERN**.

4. After the Referral Is Made

When we receive your Supervisor Referral form, the **CONCERN** clinical manager assigned to the case, or the clinical manager to whom you spoke previously, will contact you to:

- Acknowledge receipt of the referral and, as needed, clarify information contained in the Supervisor Referral Form
- With a signed **Employee Signature and Release of Information** section, notify you within two weeks as to whether the employee has or has not made contact with **CONCERN**

Upon request, **CONCERN** may also contact you to verify that the employee is attending counseling visits. However, this can be done only if the employee is informed, *by you*, of your wish for this *and* signs an additional Release of Information consent form with his or her counselor (see **Confidentiality** below).

CONCERN can consult with you or the employee's supervisor (if someone other than you) regarding appropriate and effective measures that may be taken with the employee to improve the situation at work. You are encouraged to contact the **CONCERN** clinical manager assigned to the case at any time for consultation. It is also important for you to notify the clinical manager if there are changes in performance or behavior, or if the employee is terminated.

5. Confidentiality

Although it can be frustrating for a manager or supervisor, **CONCERN** and **CONCERN** counselors cannot release any information about an employee without the employee's specific, signed permission to do so. This even includes acknowledgment that the employee is actually attending counseling. The **CONCERN** counselor will discuss with the employee the benefits of cooperative communication between managers, supervisors and employees. Managers and supervisors should always continue to focus on the employee's work performance.

6. Contact Information

- Fax completed forms to: **650-962-5737**
(*preferred method*)
- Mailing Address: **CONCERN: EAP**
Attn: Clinical Manager
1503 Grant Road, Suite 120
Mountain View, CA 94040
- Phone: **800-344-4222**