

## Managing Troubled Employees

Each year, one out of five employees faces a significant problem that disrupts life at home and at work. These issues result in an average of over three weeks of lost productivity per employee.

Managing others is a significant part of any supervisor's job. You have a partner and resource for accomplishing these roles. When any adverse personnel action is anticipated or executed, consider whether a FORMAL referral to the EAP might be appropriate.

### Warning Signs:

Remember you are looking for changes in behavior and work habits. Anyone can have a bad day. You are looking for patterns of changed behavior that may lead to an adverse personnel action if not addressed. Complete **Performance Problem Checklist**.

- Frequent accidents
- Absence from the workplace
- Absent from station during the day
- Conflict with others
- Decline in productivity or quality
- Lack of concentration
- High-low productivity
- Difficulty in adjusting to changes

**Remember To:** the **Supervisor Handbook** contains a more detailed 5 Step Plan

- Observe and document the situation.
- Have a conference with the employee to make sure he/she understands expectations and the areas that concern you.
- Explain the consequences if the situation is not corrected.
- Offer the EAP as resource and remind them it is confidential.
- If the employee fails to contact the EAP and/or the situation continues, consider a formal referral to the EAP. More info **How to Make a Formal Referral**.
- Consult with an EAP counselor at any point in the process.

### Why do some people act the way they do?

- Because it works. We develop behaviors by trial and error. What works, we keep doing. What does not to work, we tend to stop.
- Until we stop and think about our behavior. We just keep acting. And we will keep going in the same direction until there are consequences we are not willing to pay.

Rarely do problems that remain unaddressed resolve themselves, more often they get worse. Southwest EAP can help. We are trained at assisting people to break through the denial and see what they have at risk while providing them with tools and support.