

The Intervention Process: Job Aid

Following is a comprehensive job aid outlining the 5-Step Intervention Process. You can print this job aid and use it as a handy reference or cut out the Quick Reference Tool on the following page to post in your work area.

Step 1. Identifying an Employee's Job-Related Problem

You should make a referral when you notice changes in an employee's:

Behavior – emotional outbursts, withdrawn, decreased social interaction

Attendance – pattern of lateness or inconsistent arrival and departure

Performance – decrease in performance output or interest in work

Appearance – disheveled appearance or hygiene issues

Step 2. Documenting the Job Problem

Be sure to carefully document the problem including specifics such as date, time and circumstances.

Step 3. Approach the Employee about the Job Problem

Do's	Don'ts
<ul style="list-style-type: none">• Do provide specific examples• Do let the employee talk• Listen• Be supportive• Clearly define acceptable work performance or conduct	<ul style="list-style-type: none">• Don't be vague• Don't attempt to diagnose the problem• Don't judge the employee• Don't get into personal matters• Don't be put off by sympathy provoking tactics

NOTE: If the issue deals with conduct and the employee is in a bargaining unit be sure to follow any contractual requirements. Usually, if there is a chance that discipline could result from the meeting the employee may have the right for union representation.

Step 4. Referring the Employee to the EAP

The two types of referrals are formal and informal. An informal referral is appropriate when communication is still good and you expect the employee to follow-up with EAP.

A formal referral is recommended when communication is poor and a serious problem exists. In this case provide a formal memorandum of referral which should include:

- ✓ A clear statement of the purpose of the memo-referral to the EAP.
- ✓ Documentation of declining job performance/conduct.
- ✓ That use of the EAP is voluntary, not compulsory, and is confidential.
- ✓ Mention of follow-up evaluation of the employee's performance within a specific time.

Step 5. Follow-up

Be sure to follow up with the employee after you make the referral in order to provide feedback to the employee on his or her performance or conduct.