

*When employees approach a manager or HR representative about a personal or family issue, or when an employee is clearly showing signs of distraction, depression, anxiety or other indicator(s) of personal issues; but work performance has not become a critical issue, a Suggested Referral to EAP & Work-Life services may be a good way to help.*

As a manager or supervisor, you are in a strong position to spot problems early and support employees by encouraging them to seek help through the EAP & Work-Life program. A Suggested Referral is a good way to recommend help early. Be sensitive to the fact that you may be seen as a company authority, and that your suggestion may carry more weight, both positive and negative, than you know. If at any point the employee appears to want to end this conversation, be sure to considerately withdraw. These conversations should be held in a private setting and held in a manner that emphasizes discretion.

- If an employee has approached you as their manager or HR representative, about a personal, marital, or family matter allow the employee to start where they want. You can begin with something like, "So, what's on your mind?"
- If you as their manager or HR representative feel comfortable in approaching an employee who clearly is troubled, ask them if they have a few minutes to meet with you, and go, unobtrusively, with the employee to a private setting.
- Share your observations and concerns directly with the employee starting (depending on the situation) with something like, "I have noticed that you seem distracted and less energetic recently."
- In either case, listen carefully to the employee - asking brief informational questions for clarification.
- Do not try to participate in finding a solution for the employee.
- Do let the employee know that your EAP & Work-Life program has counseling, legal and financial services that are confidential, easily accessed, and cost-free to employees
- Ask if the employee would like a brochure. (Be prepared with a brochure that can be discretely handed to the employee.)
- Emphasize that you will not be speaking of this again, that you were pleased to be able to help them be aware of their EAP & Work-Life services.
- Do not follow up with the employee. Follow-up, no matter how well-intentioned, can be seen as intrusive by the employee.
- If significant work performance issues arise, unrelated to lack of training, time, equipment, or direction, call your EAP Account Manager for consultation and possible mandated referral to the EAP.

---

As a manager or HR representative, you may call for consultation on workplace issues 24/7 with a member of your EAP Account Management Team through the toll-free EAP & Work-Life access number.