

# ***PATIENT RESTRICTED***

Coalinga State Hospital

**OPERATING MANUAL**

SECTION – HUMAN RESOURCES  
ADMINISTRATIVE DIRECTIVE NO. 985

Effective Date: August 1, 2005

## **SUBJECT: FORMAL EMPLOYEE ASSISTANCE PROGRAM RERERRALS**

### **I. PURPOSE**

To provide helpful resources to employees when personal problems arise. The program is also an important tool for supervisors and managers.

### **II. AUTHORITY**

By order of the Director, consistent with the authority provided in Government Code Section 19816.16; Executive Order B 96-82; Memorandums of Understanding – Rank & File employees; and DPA Rule 599.931 – Non-represented Employees.

### **III. POLICY**

One of a manager/supervisor's responsibilities is to monitor employee performance. A supervisor makes a formal referral to the Employee Assistance Program (EAP) when an employee's work performance has shown a significant pattern of decline. It is the responsibility of both the State and the employee to address work performance problems as early as possible. The EAP can be particularly valuable in assisting the employee to address personal problems that may be contributing to the decline in job performance. If an employee's performance or conduct in the workplace is unsatisfactory, a Formal Supervisor Referral to the EAP may be appropriate.

The Formal Referral is a management tool used to improve work performance and resolve work-related problems. It is not intended as a disciplinary measure, nor does it replace the State's policies and procedures for dealing with poor performance or conduct.

### **IV. METHOD**

Prior to presenting a Formal Supervisor Referral, the supervisor/manager must contact Managed Health Network's (MHN) Management Consultant at 866-EAP-4SOC to discuss the employee's performance and open a case file. This will ensure specialized service when/if the employee accepts the referral and calls to access services.

If the employee accepts the referral, MHN's consultant will schedule an appointment with a counselor whose task is to conduct an assessment. The counselor will meet with the employee to analyze the work performance problem and any underlying personal issues. The counselor will work with the employee to develop a plan of action, and refer the employee to appropriate counseling or community resources.

# ***PATIENT RESTRICTED***

This initial assessment (usually one or two visits) is not counted against an employee's allotted visits/sessions. The employee may use his or her self-referral EAP sessions for additional counseling.

## **V. CHECKLIST FOR FORMAL EAP REFERRAL**

The following steps outline the Formal Supervisor Referral process. Working through this process with an MHN Management Consultant will help ensure a successful interaction with the employee.

- A. Document job performance, conduct issues, attendance, and other issues of concern.
- B. Contact EAP and ask to speak with an MHN Management Consultant about the situation.
- C. Prepare a Formal Referral Letter. A sample referral letter is provided in the EAP Supervisor's Handbook available through the Health & Safety Office.
- D. Meet with the employee in a confidential setting and discuss the job performance, conduct, or other issues of concern. Outline your specific expectations and make the formal referral to EAP.
- E. Note on the Formal Referral Letter whether the employee accepted or declined the referral.
- F. Continue to document the employee's job performance, conduct, etc. If no progress is made, follow appropriate disciplinary procedures.



---

W. T. Voss  
Executive Director

Cross Reference:  
A.D. No. 980 Employee Assistance Program