

Guidelines For Supervisory and Management (Formal) Referrals

New Directions is a free confidential service providing counseling, resources and consultation for employees of your organization and their family members. Most of the people who use our service initiate contact by themselves. However, there are times where we coordinate our services directly or indirectly through managers and supervisors. The suggestions that follow are meant to supplement internal organization's resources available to managers and supervisors. The following is a brief set of guidelines to use when considering help for an employee through New Directions. **In order to expedite your call, we now have the:**

MCS (Management Consultation & Support) line:

800-624-5544 - Option 2.

Call anytime for immediate HR or Management consultations.

The employee approaches a manager/supervisor and discloses work or personal problem (or, the manager/supervisor notices the employee is "off," but without work performance problems).

- Listen to concerns and make the employee aware of the range of New Directions benefit for emotional well-being and other Life Services.
- Remind them of the free and confidential nature of the service.
- Encourage employee to call. *
- Some employees may prefer for you to place a call to New Directions for them.
- If so, call New Directions, give the New Directions counselor a brief overview of the situation, put the employee on the phone, and give them privacy to continue contact with the EAP. *

The manager/supervisor notices problems in attendance, behavior, or performance.

- Approach the person as soon as possible.
- Make him/her aware of the observed concerns.
- Do not label or diagnose the problem.
- Ask employee to describe reasons for the observed concerns.
- Clearly state the expectations for their attendance, behavior, performance, etc.
- Follow steps outlined in first set of guidelines.
- Document both observations and recommendations.
- Monitor the situation and follow-up as necessary. *

The manager/supervisor continues to notice problems after the above steps have been taken.

- Approach the employee and share observations. Be firmer.
 - Restate expectations and recommendations as provided by the Organization's progressive discipline procedure. Underscore possible consequences.
 - Recommend contact with New Directions and provide the release of information from New Directions for the employee to sign in order to verify contact with New Directions.**
 - Follow the steps above as needed.
 - Document, monitor, and follow-up.

We will ask you to have the employee sign a release of information (ROI) form when you meet with them to explain the process. Without written consent from the employee, you will not hear from New Directions.

**** Even if strongly recommended, contact with New Directions remains voluntary and employees may refuse to cooperate or release information back to manager/supervisor, or Human Resources.**

The manager/supervisor deems the circumstances serious/urgent enough to bypass any of the above-mentioned steps.

- Notify any appropriate internal parties -these may include HR, security, Health Services

and/or others.

- Place a call to the New Directions MCS counselor. Obtain consultation.
- Discuss a plan of action based on input from all appropriate parties.

The manager/supervisor hears from a co-worker that an employee is having problems.

- Consider the situation and decide whether to approach the employee immediately, gather additional information, or follow the steps above.
- When appropriate, consult with internal resources and/or New Directions before approaching the employee.
- Follow any of the previously mentioned guidelines for making referrals.

Remember that each situation has unique characteristics that will guide your approach. We are, therefore, unable to give specific suggestions as to what to say in a given situation without consulting further on the specifics of the situation. New Directions has a number of resources to help managers/supervisors manage more effectively.

For further confidential and immediate assistance on this, or other concerns as a supervisor, manager or HR profession: **Call the MCS clinicians at New Directions... Call: 800-624-5544.**