Five Step Process

Guidelines to help supervisors deal with a troubled/problem employee.

1. Recognition

   A. Recognize symptoms (behaviors, attitudes, etc.) of a problem employee.
   B. Recognize your possible responses as a supervisor.
      1. Denial - doubt, disbelief
      2. Anger - resentment, frustration
      3. Guilt - worry, self-doubt

2. Documentation

   A. Document facts and observable behavior
   B. Procedure for documenting:
      Name, date
      Brief description of incident
      Action taken
      Witnesses Present
      Any resulting follow-up with employee
   C. Be consistent.
   D. Document positives.

3. Action

   Action can include:
   A. Discussion with employee.
   B. Discussion with supervisor, Human Resources, Company President.
   C. Consultation with EAP.

4. Referral

   Types of referrals:
   A. Supervisor suggested/Informal - supervisors play a key role in suggesting EAP to employees.
   B. Job Performance/Supervisory Referral (mandated referral)

5. Monitoring

   A. Supervisor's responsibility does not end with referral to EAP.
   B. Supervisor needs to continue monitoring employee performance.