



ASSIST-U YOUR EAP 800.750.5595

A Supervisor's/Manager's Guide about the Troubled Employee

A wide range of problems not directly associated with an employee's job function, as we all know, can have a profound effect on job performance. Marital or family problems, parenting concerns, traumatic events, alcoholism and drug use can cause a decrease in an employee's productivity while increasing absenteeism and on-the-job accidents.

The following suggestions can help you recognize the warning signs of a troubled employee and offer supervision techniques.

Signs of personal problems:

Absenteeism – may include multiple requests for time-off, excessive sick leave, frequent Monday/Friday absences, repeated tardiness, leaving work early, improbable excuses and unauthorized leave

Interpersonal Relationships –may include excessive irritability with co-workers, unusual complaints about co-workers, complaints from co-workers, customer complaints, increasingly withdrawn behavior, unusual number of personal telephone calls, visits from non-work related people during working hours and unwarranted feelings of being "picked-on"

Work Performance – you may see a decline in quality and quantity of work, he/she is tired and lethargic, erratic productivity, work shows progressively poor quality, mood swings

Personal Appearance – you will notice unkempt or inappropriate clothing, poor grooming or personal hygiene

Helpful Suggestions:

- Establish levels of performance for all employees reporting to you
- Be consistent
- Be alert to changes in performance, and gather all the facts
- Do not permit your own biases to sway an honest evaluation
- Do not moralize, lecture, or diagnose
- Know the company's policies
- Upgrade your knowledge and skills of managing
- Establish a time line for the employee's performance improvement
- Call an Assist U Counselor to help you develop your plan