Management Referrals to the Employee Assistance Program

A management referral occurs when the manager or Human Resources representative refers an employee to the ParTNers Employee Assistance Program (EAP) due to workplace issues. Management referrals are available to provide assistance to an employee who is having personal problems, to address problems affecting performance or as part of a performance plan or to address a company policy violation. A referral to EAP may also be needed when an employee exhibits behavior or conduct that may endanger the safety of the employee or others in the workplace. The EAP is typically a voluntary service available to employees to assist with workplace and personal issues. Referring an employee to the EAP allows a manager to fulfill his/her responsibilities, while allowing a trained professional to provide assistance to an employee.

Types of EAP Referrals

There are three kinds of referrals a supervisor can make to the EAP:

1. Informal referral – There are minor issues starting to form but not to the level of needing a management or mandatory referral. An informal referral is a reminder or suggestion to an employee that the EAP is available for an issue of concern or an issue the employee may have disclosed to the workplace. The employee may choose whether he or she will follow through with the referral.

2. Management referral – A decline in work performance exists where the employee’s job may be in jeopardy because of a performance issue, attendance issue, or behavior issue at work. The referral is part of a corrective performance plan and the expectations are for the employee to use the EAP as a tool to correct the performance or other work-related problem. An employee is asked to sign a release of information in order for the EAP to provide information regarding

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1 For more information on EAP, please visit: [https://www.here4tn.com/](https://www.here4tn.com/) or call 855-Here4TN (855-437-3486).
attendance and adherence. Participation in a management referral is a formal, documented referral to the EAP. However, participation is not mandatory. Therefore, if the employee declines the referral; the manager will continue to manage the employee. Although an employee shall not be disciplined for declining the referral, the employer is not prohibited from taking corrective action regarding the underlying performance, attendance, or behavior issue that prompted the referral.

3. Mandatory referral – A mandatory referral requires an employee to consult with the EAP as a condition of continued employment. This type of referral is appropriate only for documented, on-the-job performance issues, policy violations, and/or observed behavior that may pose a potential safety risk in the workplace. Employees are expected to follow through with the EAP referral evaluation, treatment, and service recommendations in full. Employees who refuse to participate in a mandatory referral may be subject to termination based on the underlying job performance or behavioral concerns.

Application to Fitness-for-Duty

A referral to the EAP is not considered a fitness-for-duty evaluation. However, the EAP can facilitate a connection to a fitness-for-duty provider. The EAP plays no role in either the “fitness” determination or the information reported back to the agency. The fitness for duty vendor or provider will send the report directly to the workplace representative. Reports shall be considered confidential and are not a part of the employee's personnel file. The EAP can provide ongoing consultation to the workplace throughout the Fitness-for-Duty process.

Procedures for Referral to the EAP

Referral to the EAP may occur by the employee contacting the EAP on his/her own, as result of a voluntary self-referral or informal referral. An employee may also be referred to the EAP on a management or mandatory basis as soon as a need becomes evident. In these circumstances, the workplace representative will call the EAP first to provide the referral details and will then ask the employee to call the management consultant. For mandatory and management referrals, employees will be asked to supply written consent for the EAP to release information pertaining to attendance and adherence to the EAP recommendations. The management consultant will monitor the referral until the treatment recommendations are complete and/or the workplace informs the EAP to close the referral.

Managers and supervisors should consult with the agency’s Human Resources office to discuss the need for the referral. The agency Human Resources division shall review all relevant information to determine if a referral is warranted. When a management or mandatory referral is made, a confidential discussion should be conducted with the employee to discuss the job performance, conduct, or other issues of concern. The Human Resources division should prepare a determination with supporting information to the agency’s appointing authority or designee for review and approval.
DOHR Policy:  
Management Referrals to the Employee Assistance Program  

Policy Number:  17-002

The management referral is not intended to replace, or protect an employee from disciplinary or administrative action. Whether the employee accepts or refuses the referral, all relevant information should be monitored and documented. If work performance or conduct does not improve, appropriate disciplinary or administrative action may be warranted. Remember, management consultation and the referral process is designed to augment supervisory style and the State's disciplinary processes, not replace them.

Confidentiality

The EAP will not discuss the personal problems of the employee without the written permission of that employee except when the employee is an immediate danger to himself/herself or others, or as otherwise provided by law. In cases of mandatory referrals when compliance with EAP recommendations have been made a condition of continued employment, the employee will be advised that the EAP will provide information to the agency concerning the extent to which the employee has complied with recommendations.

Americans with Disabilities Act

Participants of the EAP are not perceived to be a “qualified individual with a disability” as defined by the Americans with Disabilities Act Amendments Act (ADA, ADAAA). Should an employee request an ADA accommodation for any health-related reason, including being treated by the EAP, the employee should contact the agency's human resources office or the Department of Human Resources Office of General Counsel.

Questions regarding this policy should be directed to your agency's Human Resources office or Office of the General Counsel.
Confidential
Management and Mandatory Referral Form

The purpose of this form is to provide information to the ParTNers Employee Assistance Program (EAP) regarding an employee's poor work performance, or conduct, when there is reason to believe that the cause may be due to a personal/medical problem. Additionally, when an appropriate release of information form has been completed, the EAP will inform the agency's human resources representative of each instance where an employee fails to attend a scheduled EAP counseling session.

(Please print in ink or type)                  REFERRAL DATE ____________________________

EMPLOYEE'S NAME__________________________________________________________

(Please circle: Mr./Mrs./Ms.)

ADDRESS_________________________________ HOME PH.__________________________

(City/County, State, Zip Code)

TITLE ____________________________ WK. PH. ____________________ CELL PH. ________________

DOB _______________ EMAIL ________________________________________________

DEPARTMENT/AGENCY NAME__________________________________________________

WORK ADDRESS_______________________________________________

(City, County, State, Zip Code)

WORK HOURS/SHIFT_____________________________ DAYS OFF _______________________

(Please use non-military time)

REFERRED BY________________________________ TITLE___________________________

PHONE ____________________________ FAX ________________________________

EMAIL ________________________________________________________________

AGENCY EAP REPRESENTATIVE __________________________________ PH. ________________

TITLE ________________________________ FAX ________________________________

EMAIL ________________________________________________________________

AGENCY EAP REPRESENTATIVE'S SIGNATURE ______________________________________

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Reason for Referral

First, check the type of referral. Next, check the corresponding areas that are relevant to this referral; then attach documentation or synopsis supporting areas checked and overall reason for this referral. This is a:

I. ☐ SUBSTANCE ABUSE REFERRAL

   VIOLATION OF AGENCY POLICY REGARDING SUBSTANCE ABUSE:
   ______ Failed random drug test  ______ Alcohol related conviction
   ______ Other________________________________________________________

II. ☐ JOB PERFORMANCE REFERRAL (This area must be impacted for referral eligibility, with supporting documentation attached for items checked):

   ATTENDANCE (Please place numbers where numbers are requested):
   ______ Number of days absent past 12 mos.  ______ Number of extended lunches past 6 mos.
   ______ Pattern (e.g., Mondays, Fridays, after paydays, ______ Number of times late past 6 mos.
   ______ Other_______________________________________________________

   BEHAVIOR(S) DEMONSTRATED WITH RESPECT TO JOB PERFORMANCE:
   ______ Lower quality of work  ______ Failure to meet schedules
   ______ Decreased productivity  ______ Inability to concentrate
   ______ Increased errors  ______ Impaired judgment/memory
   ______ Erratic work patterns  ______ Disregard for safety
   ______ Avoids supervisors/coworkers  ______ Less communicative
   ______ Loss of interest  ______ Frequent mood swings
DOHR Policy:
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_____ Unusually sensitive to advice/constructive criticism

_____ Unusually critical of supervisor/coworkers/employer

_____ Other ____________________________

__________________________

Have the above issues been discussed with employee? (Yes) _____ (No) _____

If yes, when? (Please attach relevant documents) ____________________________

___ IF EMPLOYEE INTENDS TO PARTICIPATE, THIS REFERRAL CANNOT BE PROCESSED WITHOUT “YES” INDICATED BELOW AND EMPLOYEE’S SIGNATURE

I understand that my employer is referring me to the ParTNers Employee Assistance Program. I also understand that my signature below does not reflect my agreement or disagreement with any of the issues raised. My signature verifies that I have seen this referral and all documentation contained therein.

_____ YES, I will participate in the Employee Assistance Program.

_____ NO, I will not participate in the Employee Assistance program.

__________________________  ____________________________
Signature                           Date

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