

Q. Will the EAP offer me advice on the management of an employee's performance? I am looking for the type of discipline that would be appropriate, given the worker's temperament, psychiatric issues, or other considerations specific to that individual. How can [UR Medicine EAP](#) help?



A. The EAP will not provide guidance on how you should proceed regarding performance management and disciplinary matters specific to an employee. This is beyond the scope of what an employee assistance program does or was designed to do. You may reach out to your supervisor or HR advisor regarding this sort of guidance. Supervisors must exercise leadership and judgment in determining appropriate disciplinary measures based on their knowledge of the situation and organizational policies. HR advisors are professionals who can advise on actions that comply with legal and regulatory requirements, such as labor laws, employment contracts, and union agreements.

Additional Resource: [Employee Performance Management](#)

Q. Employees are often defensive when confronted about their conduct and performance issues. Can you offer tips on helping reduce the likelihood of a defensive response in a "constructive confrontation"?

A. The supervisor has a key role in setting the tone for such meetings, so that the meeting is a successful intervention a clear goal. A "constructive confrontation" or corrective interview is undermined if the employee is not receptive and cooperative. The initial tone set by the supervisor will make all the difference. The following steps will help ensure a successful outcome.

- Meet with the employee in a private space.
- Schedule adequate time to present your comments and for the employee to respond.
- Clearly outline what performance is not acceptable. A vague or awkward description of the performance complaint will become a platform for defensiveness. Take time to choose your wording prior to the meeting. Maintain a constructive calm tone while you are talking.
- Ensure the employee understands your concerns. Have them reiterate the concern back to you per their understanding. This will help you know if they understand.
- Thank the employee for their part in discussion with you and offer continued support so that both of you are meeting the goals of improved performance and a positive supervisor/employee relationship.

Q. My employee was once highly motivated—a real go-getter—but recently his energy seems to be gone. Should I explore this problem with him, or is it something I should not dive into and suggest that he go to EAP for support?

A. Ask your employee where his motivation has gone. See if there are practical reasons for it related to the job. Listen carefully for clues that point to potential solutions. For example, what goals is this employee working toward? Consider exciting new work goals to see if that rekindles his motivation. One common reason for demotivation is boredom. If this is it, come to an agreement on some challenging and interesting tasks that align with the employee's skills and interests. Does your employee work with a team? Isolation is a frequent motivation killer. If not, finding a way to assemble a team experience can help your employees discover motivation that results from workers who synergize. Encourage the employee to seek support through EAP to receive support regarding other causes of low motivation.

UR Medicine EAP

315 Science Pkwy
Entrance C
Rochester, NY 14620

(585) 276-9110
1-888-764-3456

Email:

EAP@urmc.rochester.edu

Website:

urmc.rochester.edu/EAP