

## **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.