

Workplace Assistance Strategies

Managing Work Performance Problems are often the result of employees affected by personal problems or addictions. Supervisors, Union Representatives and Co-Workers are often in a good position to identify employees experiencing these personal problems. They can assist their co-workers by showing their concern and offering appropriate referrals and support. Ignoring these problems can have devastating results.

When available, employees and their family members can be referred to a Company or Union Employee Assistance Program that deals with a wide range of personal problems including addictions. Supervisors, Union Representatives and Family Members can also use their EAP so they can help the affected person in a caring way. Staff Health or Medical Departments can also provide similar assistance.

The following strategies are intended to assist you in dealing with the “*troubled employee*”.

One of the more demanding tasks in an organization is the management of job performance. Often employees that are experiencing work performance problems have an underlying personal problem. Managers that recognize a work performance problem may or may not sense that there are other factors that are related to the performance issue. The manager’s role is not to diagnose the personal problem but to share their concern about the work performance issue. Once the manager has identified their role in evaluating workplace performance, they need to deal with the situation. This can be accomplished by:

What to say.....

How to say it.....

How to resolve the problem.....

10 Step Process of Managing a Work Performance Problem

1. Clearly define what is expected of the employee in terms of job performance.
2. Regularly monitor all job performance.
3. Keep records on job performance.
4. Privately conduct a work performance discussion, looking specifically at deteriorating job performance and behaviour.
5. Remind the individual that confidential assistance is available through the Employee Assistance Program, Staff Health, the Addictions Foundation of Manitoba or a physician.
6. Formally document the results of your meeting and keep it on file.
7. Suggest that the employee consult with the appropriate service provider if a personal problem prevents the employee from maintaining a satisfactory job performance level.
8. Motivate the employee to commit to performance improvement