



CORNING

Manager's EAP Resource Guide

Optum

CORNING

877-683-8546

(Toll-free)

800-842-9489

(For hearing impaired)

www.liveandworkwell.com

(Employee access code: corning)

(HR and manager access code: corninghr)

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Corning Employee Assistance Program (EAP)

What Is an EAP?

The Corning Employee Assistance Program (EAP) is a workplace benefit, sponsored by Corning Incorporated, that is available to all eligible employees and their covered family members. The EAP offers managers and employees the tools and resources to identify and resolve productivity and job performance-based problems, which can result from personal crises, issues, or concerns.

What Are Your EAP Services?

By calling the EAP, you and your employees can get confidential help dealing with any of the following concerns or with other problems that may be troubling you or your employees:

- Stress
- Single Parenting
- Depression
- Dual Careers
- Anxiety
- Parent-Child Conflict
- Job Burnout
- Workplace Problems
- Marital and Relationship Problems
- Physical Abuse
- Alcohol or Drug Problems
- Compulsive Gambling
- Aging Parents
- Death and Dying
- Financial or Legal Concerns
- Sexual Problems
- Retirement Concerns
- Eating Disorders

EAP services are available to employees and managers alike at no cost, and include, but are not limited to:

- Management Consultations/Referrals
- Confidential, appropriate and timely face-to-face/virtual assessment services
- Legal and mediation referral services
- Brief counseling (if appropriate)

How Can You Access Your EAP?

To access your EAP, simply call **877-683-8546**. Your call will be answered by an EAP Specialist, an experienced professional with a clinical master's degree. Available 24 hours a day, 7 days a week, Optum staff members are experienced in helping people identify the nature of their problems and in finding the right resources to address them. Many have earned certification as a Certified Employee Assistance Professional (CEAP).

What Happens When an Employee Calls?

When an employee calls the Corning EAP, an Optum EAP Specialist will ask the employee to describe the issue he or she is facing to help determine which services are appropriate. A nearby Optum provider and/or other community services will be identified to meet the employee's needs. Face to face and virtual appointments are available. Corning's plan provides up to five free EAP visits depending on the specific circumstances.

EAP: A Tool for Managers

Workplace Support Services

Managing employee job performance is a critical responsibility of any manager or supervisor. Your EAP offers comprehensive services to assist you when you are responding to employees experiencing issues that affect their workplace performance. Your EAP can also help you and your employees handle changes or traumatic events in the workplace.

Your EAP supports you by providing guidance in dealing with employee behavior or job performance issues. Complicated or more critical issues may be further discussed with a licensed Optum Management Consultant (MC). As a manager or supervisor, you have unlimited telephonic consultations with Optum staff for concerns related to the identification of and resolution of employee behavior and work-performance problems.

Although it is recommended that you encourage employees to seek out EAP assistance on their own, not all employees will recognize when they have a problem. Through rapid and appropriate action, you can increase an employee's chance of overcoming a personal difficulty and of returning behavior or performance to acceptable levels. Your action could involve a combination of following Corning's policies and procedures and making a referral to your EAP. Your timely involvement will help reduce the likelihood of absenteeism, sickness, or accidents.

Online Support: Liveandworkwell.com

Liveandworkwell.com, an interactive work and wellness web site offered with the Corning EAP, includes an extensive Administrative Toolbox targeted specifically for managers which includes tools and information designed to sharpen management skills and enhance staff performance.

The Administrative Toolbox offers a host of informative articles and practical tips on such issues as:

- Creating a motivating environment for employees
- Dealing with workplace conflicts
- Handling change in the workplace
- Running effective meetings
- Helping employees cope with grief
- Managing a diverse workforce
- Recognizing substance abuse in the workplace
- Taking disciplinary action
- And more

You'll also find self-assessment tests and personal plan seminars that teach the latest ideas about motivating employees and building a positive, productive team.

Liveandworkwell.com is available from any computer with access to the Internet, so you can access these resources whenever and wherever it is convenient for you. Simply visit **www.liveandworkwell.com** (access code for employees is "corning" and the access code for HR generalists and managers is "corninghr").

MyLiveandworkwell mobile APP is available for Apple and Android users.

Management /Supervisory Consultations: Helping You Help Your Employees

Managers and supervisors can be instrumental in helping the employees they supervise succeed. Supervisors and managers are encouraged to use the EAP as a resource in the process of handling a wide variety of employee and workplace situations.

The EAP provides managers and supervisors with an unlimited number of telephonic consultations for the purpose of:

- Identifying and dealing with troubled employees
- Learning to provide clear and timely feedback
- Making informal and formal referrals to the EAP
- Establishing documentation needs
- Non-work issues that impact the workplace

To request a management/supervisory consultation simply call the EAP toll-free number, **877-683-8546** and ask to speak with a Management Consultant (MC). The MC is available Monday through Friday from 8:00 a.m. to 8:00 p.m. Eastern time. A MC is available on call after hours, holidays, and weekends for consultation on any urgent workplace matters.

EAP Referrals

Typically, there are three types of EAP referrals, depending on the specific distinctions made by employers:

- Self-Referral (employee driven)
- Informal Referral
- Management Referral (formal and/or mandatory)

Self-Referrals

Self-referrals account for the majority of total EAP use. Many employees seek assistance on their own, or with encouragement and support of family members, friends, or co-workers. Employees self-refer to the EAP for many reasons: stress, depression, relationship issues, co-worker or supervisor conflicts, job burnout and other personal issues or workplace concerns.

Informal Referrals

Informal referrals take place when you, as a manager or supervisor, want to help an employee who is acting differently, demonstrating the beginning signs of a performance issue or who has shared a personal problem with you. You may encounter a few scenarios (see below) where an informal referral is appropriate. Whatever circumstances surround an informal referral, avoid giving advice or trying to solve the employee's problem. Offer information about the EAP and tell them how it provides professional, supportive and confidential assistance at no cost to help solve personal or workplace problems. For further guidance, see *Suggestions for Successful and Productive Interventions* in the appendix.

Informal Referral Scenarios

Scenario A: You notice a change in an employee's behavior or job performance, and you want to approach the employee about it.

1. Schedule a meeting with the employee in a private, confidential setting.
2. Set the tone of the meeting from the beginning by gently explaining you have noticed a change in their behavior or job performance. Give examples and be as specific as possible.
3. Assure the employee that this meeting is not about a disciplinary action. Tell them that you simply noticed a shift in their behavior or job performance, and you want the employee to know there are resources available if they are experiencing a personal difficulty.
4. Reassure the employee you are not prying or looking for an explanation. You want to remind them that the EAP is available as a benefit if they are dealing with an issue or concern.
5. Suggest the EAP as a resource that can provide pre-paid, confidential, professional assistance in helping the employee resolve their problem.
6. Provide the employee with a copy of the [Corning EAP flyer](#). Tell them the EAP is available 24 hours a day, 7 days a week.
7. *Remind the employee that calling the EAP is a voluntary decision and is confidential. You are encouraging the call, not instituting corrective action.*

Scenario B: An employee confides in you about a personal issue.

1. Move the discussion to a private setting.
2. Tell the employee you appreciate that they trust you.
3. Confirm that you want to be supportive.
4. Avoid giving advice or trying to solve their problem.
5. Suggest the EAP as a resource that can provide free, confidential, professional assistance in helping the employee resolve his or her problem.
6. Provide the employee with a copy of the [Corning EAP flyer](#).
7. Give the employee the EAP toll-free number. Tell them the EAP is available 24 hours a day, 7 days a week.
8. *Remind the employee that calling the EAP is a voluntary decision and confidential. You are encouraging the call, not instituting corrective action.*

Formal Referrals

Formal referrals are used when you, as a manager or supervisor, have ongoing, documented concerns about an employee's job performance or workplace behavior. Before scheduling a meeting with the employee, ask for support or guidance from your Human Resource Manager and from an Optum Management Consultant (MC). In these circumstances, you would recommend that the employee use the EAP for assistance in resolving any personal problems that might be impacting behavior or job performance.

Use a formal referral only after you have made your concern(s) known to the employee. You should also have documented any discussions you have had with an employee regarding performance or behavior issues.

MCs are specially trained in addressing management concerns. To speak with a MC, call the EAP toll-free number, **877-683-8546**, and request a management consultation. After listening to your concerns, the MC will provide you with constructive suggestions and feedback.

Remember, all EAP referrals should remain separate from any corrective action outlined in Corning's policies and procedures.

The step-by-step guidelines on the following pages provide a more detailed explanation of how the formal referral process works. In addition, you may want to refer to *Suggestions for Successful and Productive Interventions* in the appendix.

Steps in a Formal Referral

I. Schedule a Meeting with the Employee

1. Schedule the meeting in a setting that will allow for privacy.
2. If the employee asks you for details on what the meeting is about, tell them that you prefer to wait for the meeting to discuss any details.
3. Allow time to prepare for the meeting.

II. Prepare for the Meeting

1. Gather your documentation relating to the concerns you will be discussing.
 2. Write an outline for your meeting. In your notes, be clear on:
 - What the job performance issues are
 - How you want the employee's behavior to change to correct the problem
 - The time frame in which you expect to see the change
 3. Contact your Human Resource Manager to discuss the situation, plan your
-

response and review Corning's appropriate policies and procedures.

4. Call EAP and request to speak to a Management Consultant to initiate the formal management referral.
5. Have a copy of the [Corning EAP flyer](#) for the employee.

III. Meeting with the Employee

1. Remain in control throughout the meeting.
2. Invite the employee to be seated.
3. Explain the reason for the meeting. For example, "Bob, we have discussed before certain performance issues...".
4. Review the ground rules for the meeting:
 - Remind the employee that you value their positive contributions and strengths.
 - Tell the employee that your focus is to assist them in resolving the identified performance problems.
 - Inform the employee that they will be given a chance to respond after you have completed identifying your concerns and reviewing the performance plan you have developed.
5. Stay focused on the documented facts and provide specific examples of performance concerns, including dates and times when applicable.
6. Review the performance plan you have developed, making sure it addresses each identified problem area and it clearly outlines the expected performance objectives.
7. Detail the timeline for the performance plan, including notification of follow-up meetings to review progress.
8. Define any possible consequences for the employee if these performance objectives are not met in the identified timeframe. Refer to relevant Corning policies and procedures in this process.
9. Allow the employee to respond, but keep the discussion focused on the performance problems, performance plan and timeline you have identified. Always refer to the Corning intranet for the most current policies and procedures.

IV. Offer Referral to the EAP

1. Offer the employee a referral to the EAP. You can do this within the context of acknowledging that personal issues or concerns can often impact work performance. The EAP provides pre-paid, confidential assistance for the employee who is experiencing a problem or concern. See appendix for Optum's definition of confidentiality.
2. Provide the employee with the [Corning EAP flyer](#).
3. Remind the employee that regardless of whether they accept the referral to the

EAP, their performance must improve as outlined in the performance plan.

4. If the employee accepts the referral to the EAP, ask if they are willing to sign a *Release of Information* form (ROI) and review the ROI with them.
5. Explain that the ROI will only allow you as a supervisor to discuss your concerns with the appropriate personnel at Optum. It will only allow the Optum personnel to provide confirmation to the employee's supervisor of contact with EAP and provide ongoing confirmation of adherence with appointments and EAP recommendations. Reassure the employee that no clinical or other protected health information will be shared with the workplace.
6. Remind the employee they can still call the EAP even if they are not willing to sign a ROI.

V. Closing: Employee Accepts EAP Referral

1. Ask the employee to sign the performance plan, explaining that their signature simply indicates they understand the plan. Provide the employee with a copy of the performance plan.
2. Schedule your next meeting to review their progress.
3. Summarize the meeting, including the performance plan and the date of the next meeting. Thank the employee for meeting with you.
4. Provide the employee with the name and direct phone number of the assigned MC. Offer the use of your phone for the employee to call the EAP. If they accept, step outside the room to provide privacy.
5. Once the employee has left, document your discussion with the employee, including their acceptance of the EAP referral.
6. Contact the assigned MC to confirm if the employee has accepted the formal referral.
7. Send a copy of the signed ROI to the assigned MC.

VI. Closing: Employee Refuses EAP Referral

1. Remind the employee that the EAP provides pre-paid, confidential assistance.
2. Summarize the meeting, including the performance plan.
3. Schedule the next meeting to review their progress.
4. Thank the employee for meeting with you.
5. Once the employee has left, document your discussion with the employee, including their unwillingness to accept the EAP referral.

Follow-up in the Formal Referral Process

Follow-up is an important step to a formal referral process. You should closely follow the steps outlined in your performance plan. Among those steps, several are critical.

1. If the employee accepted the referral to the EAP and signed the ROI, but did not call the EAP, meet and discuss this lack of action with the employee. Encourage them to follow through. (Document all discussions related to job performance). Job concerns must be corrected whether or not the EAP is used.
2. Follow through with the periodic review meetings you scheduled. In these meetings, discuss the employee's progress as measured against the objectives listed in the performance plan.
3. Offer positive reinforcement during the process when the employee's job performance improves or as they meet the objectives listed in the performance plan. *Positive reinforcement greatly enhances the likelihood of changing and maintaining behaviors.* Be as specific as possible and provide examples.

-
4. The assigned MC will provide adherence updates at a minimum of once per month. More frequent updates will occur if any adherence or safety concerns are identified, or if indicated by frequency of appointments. Be prepared to provide the MC current updates about the status of the employee's performance or behavior in the workplace. Performance feedback will then be shared by the MC with the EAP provider so that issues can be addressed in context of the EAP sessions.

Mandatory Referrals

Mandatory referrals should be considered in the following situations:

- A formal referral has already been attempted and the employee has not displayed significant progress in their performance or continues to display behaviors of concern
- Violation of company policy
- Misuse of company resources such as corporate credit cards, the internet, or company vehicles
- Substance abuse problems such as self-disclosures and positive drug tests (random, for cause, and post-accident).
- Anger management issues
- Conflict with peers or supervisors

In urgent situations where you have concerns about an employee's and/or coworker's safety and/or well-being such as anger management problems or substance abuse issues this will require your immediate attention.

Due to the unpredictable nature of urgent situations requiring a mandatory referral, managers usually do not have time to observe and document an employee's behavior before interviewing. If you are not sure, seek the advice of another manager or supervisor, Human Resource Manager, or call the Corning EAP and request to speak with a MC.

Signs or Symptoms Indicating the Need for a Mandatory Referral

Following is a list of behaviors that signal a need for you to intervene:

- Extreme and inappropriate verbal outbursts
- Odor of alcohol on an employee's breath
- Slurred or incoherent speech
- Overt hostility or aggression (verbal or physical) directed at self or others
- Significant or extreme changes in mood or behavior without any apparent explanation
- Violent or destructive behaviors directed at equipment or property
- Threats of harm to self or others

If you believe the employee is in immediate danger of harming themselves, or other employees, intervene immediately. Notify Security or the police and follow Corning's procedure for responding to dangerous situations. Once the situation is under control, contact the Corning EAP and ask for the Management Consultant Team for assistance in discussing options such as mandatory referral or fitness for duty evaluation.

Fitness for Duty Evaluations (FFD)

In situations where an employee has presented with an urgent or emergent safety risk to themselves, the workplace, or the general public, a fitness for duty evaluation may be indicated before considering the employee for return-to-work duties. Upon the request of the workplace, the MC will provide a consultation and facilitate a referral to Optum's FFD vendor who will schedule a fitness for duty evaluation appointment for the employee with either a psychiatrist or psychologist who has demonstrated expertise in conducting independent psychological/forensic assessments. These comprehensive evaluations typically involve psychological testing and the attainment of collateral information from family members and/or current/past treatment providers. Be prepared to provide the FFD Evaluator with a copy of the employee's job description and any documentation specific to the behavior concerns that were identified in the workplace. Upon the conclusion of the evaluation, the clinician will provide the designated Corning representative (typically a member of the Corning Occupational Health Department) with a detailed report that will include an assessment of the employee's fitness for return to work, answers to specific questions from the workplace, recommendations for workplace accommodations (if indicated), and suggestions of management strategies to facilitate a successful re-entry to work if return to duty is the final outcome. If the FFD Evaluator recommends ongoing treatment or additional services, the EAP Management Consultant Team can provide follow up on attendance and adherence to those recommendations.

Corning HR must be contacted in all situations involving urgent/emergent risk. HR will determine if a FFD evaluation or a mandatory referral will be pursued.

Conclusion

Please call the Corning EAP toll-free number if you have any questions about using your EAP as a resource or if you have immediate concerns about an employee's behavior. EAP services are available 24 hours a day, 7 days a week.

Optum's goal, through the EAP, is to provide you and your employees with the right services, at the right time, and in the right way to help you build a healthier work environment.

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Optum

Founded in 1979, Optum is a respected company that specializes in providing EAP and behavioral health care services to over 25 million people across the country. Providing services to our members is Optum’s national network of over 58,000 licensed professionals and over 2,900 facilities, plus an extensive database of community and other specialized resources.

Suggestions for Successful and Productive Interventions

A successful and productive referral depends on a manager's or supervisor's preparation and ability to maintain control in a meeting where emotions can run high. Following are some suggestions to guide this process.

DON'Ts	DOs
DON'T diagnose or tell the employee what you think is wrong with him or her.	DO focus on specific performance concerns. DO discuss an employee's repeated Monday absences, but not your suspicion that he or she might be drinking too much.
DON'T apologize for the referral or devalue the process.	DO address performance problems. DO acknowledge that this is a difficult situation.
DON'T offer advice , act as a therapist, or assist the employee with his or her personal problem.	DO offer support by encouraging the employee to seek assistance through the EAP. DO have an EAP brochure available to offer to the employee.
DON'T lose control and let an employee take over the meeting by switching roles, through emotional appeal or by changing subjects.	DO stay calm and be supportive but remain focused on the issue and how you want it resolved. If the employee breaks down, allow the employee time to regain composure before continuing.

An employee faced with an informal, formal, or mandatory referral might try to switch the focus of the meeting through his or her reactions. It remains up to the manager or supervisor to keep the meeting focused. Listed below are possible employee reactions and suggestions for responding.

Possible Reactions	Suggested Responses
Emotional Appeal	Stay focused on unsatisfactory performance and behavior. Give specific examples.
Gives Details of Personal Problem	Be compassionate and express concern but do not ask for details or give advice. Try to keep the meeting focused on the employee's work performance.
Blames Others	Stick to the facts and let your documentation speak for itself.
Anger, Resentment	Maintain a firm yet considerate stance. "I understand you are upset."
Crying	Offer tissue and acknowledge the difficult situation. Emphasize the company's support in resolving problems and offer the EAP.
Silence	Acknowledge that this is a difficult situation, and then continue with your presentation.
Agitation, Outburst	Allow the employee to regain his or her composure before resuming. If he or she remains agitated, inform the employee that his or her behavior is not appropriate and offer him or her a break so that he or she can become composed.

Terms Used in a Management Referral

Performance Plan

A plan developed by the manager that addresses each problem area. The plan should include:

1. Performance objectives the employee must meet
2. A timeline for each objective
3. Resources the employee can access (for example, pertinent training)
4. A plan to monitor the employee's progress on achieving the identified goals and should include scheduled meeting times for progress review

Confidentiality

Optum believes that maintaining the confidentiality of EAP services is a right to which everyone is entitled. All records, including medical information, referrals, and evaluations, are kept confidential in accordance with federal and state laws.

Consequences

Follow Corning human resource guidelines for the disciplinary steps that should be taken if performance problems occur, persist or both.

Documentation

In accordance with Corning policies and procedures, record and identify problems as they occur. For example, write down the exact nature of the problem, date, time, circumstances, specific behaviors observed and your response. *Cite clear examples such as Employee A missed February 5 deadline for X project, Employee A's explanation, and the consequences of the missed deadline.*

Corning EAP Flyer

If you need more Corning EAP flyers, you can order more through the [HR Policies & Forms site](#) on the Corning intranet.

Frequently Asked Questions

How will I know an employee may need help from the EAP?

Generally, individuals who are dealing with issues that impact their work performance and behavior will demonstrate a change in their typical pattern of activity or interaction. These changes may be evident in attendance irregularity, concentration, communication, interpersonal skills, work quality, judgment, or other areas. Use the checklist on page 20 as a tool in helping you determine if an employee is showing signs of difficulty.

How can I be sure I should make a referral to the EAP?

Informal Referrals (page 6) are generally appropriate when you notice a change in an employee's behavior or job performance, or if an employee confides in you about a personal issue. *Formal Referrals* (page 8) are indicated for on-going, documented concerns about job performance and/or workplace behavior. You can get assistance in dealing with employee issues by calling for a *Management Consultation* (page 5). *Mandatory Referrals* (page 12) are used in urgent situations that require immediate attention.

What am I supposed to say to an employee I want to refer to the EAP?

It is not always easy to discuss difficult subjects with employees. It is important to prepare for such a meeting. Consult this resource guide for helpful details (page 7) as well as the kinds of responses you can expect from employees (page 16). Consider calling the EAP (page 5) for a *Management Consultation*. You may also want to consult with your Human Resources Manager regarding Corning's policies and procedures prior to your meeting.

How do I handle employees who have been referred and refused to use the EAP?

Remind the employee that they are expected to improve performance with or without the use of the EAP and be sure to schedule a follow-up meeting to monitor progress in meeting the performance plan. Continue to encourage the employee's use of the EAP (pages 8 and 9). The use of the EAP should always remain separate from the corrective action process.



AUTHORIZATION FOR DISCLOSURE OF INFORMATION
Management Referrals

I hereby authorize Optum Employee Assistance Program (EAP) to disclose the following limited information, in connection with my management referral, to my employer: _____

This authorization is limited to the following information:

- A. Confirmation that I have either contacted or not contacted the Employee Assistance Program to access services.
- B. If I have accessed Employee Assistance Program services, information concerning:
 1. Whether or not I have attended all recommended program sessions.
 2. Whether or not I have followed all counseling and treatment recommendations.
- C. Description of individually identifiable health information to be released/exchanged/obtained: Minimum Information Necessary to Validate Compliance with Employer Management Referral

The purpose of this release is: **Management Referral**

I authorize Optum to provide this limited information to:

Name (HR/Manager/Supervisor): _____

Title/Role: _____

Phone Number: _____

I understand that without this authorization, my employer does not have access to any of the confidential information listed above. I understand that I may revoke this authorization, in writing, at any time, except to the extent that action has already been taken based on the release, and that this authorization shall automatically terminate one (1) year from the date of signature, unless earlier revoked by me or if individual state law identifies a specific date limitation.

Confidentiality of alcohol and drug abuse patient records is protected under federal law. Federal regulations (42 CFR, part 2) prohibit anyone from making any further disclosure of the information without the specific written consent of the person to whom it pertains, or as otherwise permitted by such regulations.

Note: For employees who request their information /EAP file

I understand that if I sign a separate release requesting my EAP file in its entirety, it may include information I provided regarding my mental health, substance use or dependency, or sexuality, and may also contain confidential HIV/AIDS related information. Optum is not responsible for information that employees release directly to their employer. I also understand that my health plan may not condition treatment, payment, enrollment, or eligibility for benefits on whether I sign this form, except for certain eligibility or enrollment determinations prior to my enrollment in its health plan, and for health care that is solely for the purpose of creating protected health information for disclosure to a third party.

I further understand that I have a right to receive a copy of this authorization upon my request. Copy requested and received: Yes No **Initial** _____

Signature: _____ **Date:** _____

Print Name: _____ **Date of Birth** _____

Address: _____

Member ID # (optional) _____

(Required for the state of Illinois residents):

Witness Signature _____ **Date:** _____

Print Witness Name: _____

Supervisor's Checklist for EAP Referrals

877-683-8546

This checklist will help you in identifying concerns regarding an employee's behavior or performance when considering a referral to the Employee Assistance Program (EAP). This form is not an assessment but a guide in detailing the specific issues you wish to discuss with the EAP and ultimately the employee. For further assistance with the referral process, call your Corning EAP to request a management consultation.

Employee Name: _____ Date: _____

Check the areas where you have observed repeated and/or continued patterns:

- | | |
|--|--|
| <p><input type="checkbox"/> Attendance</p> <ul style="list-style-type: none"> <input type="radio"/> Frequent unexpected or unexcused absences <input type="radio"/> Complaints of vague illnesses <input type="radio"/> Often leaves early or returns late from lunch <input type="radio"/> Takes long, extended breaks <input type="radio"/> Numerous Monday and/or Friday absences <input type="radio"/> Regular unexplained absences from the work area <p><input type="checkbox"/> Concentration</p> <ul style="list-style-type: none"> <input type="radio"/> Difficulty recalling instructions <input type="radio"/> Forgetfulness <input type="radio"/> Difficulty handling complex assignments <input type="radio"/> Jobs take longer and require more effort <input type="radio"/> Neglects details <p><input type="checkbox"/> Communication</p> <ul style="list-style-type: none"> <input type="radio"/> Argumentative <input type="radio"/> Avoids face-to-face communication i.e. VMS, e-mail <input type="radio"/> Less communicative than in the past <input type="radio"/> Writes unclear communications <p><input type="checkbox"/> Interpersonal Skills</p> <ul style="list-style-type: none"> <input type="radio"/> Avoids co-workers or manager and/or supervisor <input type="radio"/> Complains excessively <input type="radio"/> Responds to input and/or feedback in a defensive or angry manner <input type="radio"/> Friction with co-workers or supervisor <p><input type="checkbox"/> Substance Abuse</p> <ul style="list-style-type: none"> <input type="radio"/> Particular odor (i.e. marijuana) <input type="radio"/> Smell of alcohol <input type="radio"/> Physical signs (i.e. slurred speech, impaired balance, lack of coordination) <p><input type="checkbox"/> Dependability</p> <ul style="list-style-type: none"> <input type="radio"/> Fails to meet schedules and/or deadlines <input type="radio"/> Makes unreliable and/or untrue statements | <p><input type="checkbox"/> Initiative</p> <ul style="list-style-type: none"> <input type="radio"/> Needs constant supervision <input type="radio"/> Difficulty accepting and/or following through on new projects <p><input type="checkbox"/> Quality of Work</p> <ul style="list-style-type: none"> <input type="radio"/> Complaints from customers <input type="radio"/> Inconsistent and/or sporadic work quality <input type="radio"/> Carelessness, increased mistakes <input type="radio"/> Excessive time on phone and/or personal business <p><input type="checkbox"/> Judgment</p> <ul style="list-style-type: none"> <input type="radio"/> Inconsistent decisions <input type="radio"/> Increased number of faulty conclusions and/or decisions <input type="radio"/> Frequent errors on routine matters <p><input type="checkbox"/> Safety</p> <ul style="list-style-type: none"> <input type="radio"/> Increased on-the-job accidents <input type="radio"/> Ignores proper safety procedures <input type="radio"/> Disregards safety of others <p><input type="checkbox"/> Other Behavior Issues</p> <ul style="list-style-type: none"> <input type="radio"/> Inappropriate personal appearance or grooming <input type="radio"/> Loss of interest and/or enthusiasm for job <input type="radio"/> Wide swings in mood or attitude <input type="radio"/> Complaints or concerns voiced by co-workers about employee <input type="radio"/> References regarding self harm or harm to others <input type="radio"/> Unexplained bruises/injuries <input type="radio"/> Preoccupation with weapons, violence, hate groups and/or militia <input type="radio"/> Noticeable change in individual's normal behavioral or appearance |
|--|--|

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