Supervisor Referral Process

While you can inform employees about their CONCERN benefit on an informal basis at any time, the Supervisor Referral process is a structured tool a manager, supervisor, or HR staff member can use to help employees address specific on-the-job performance problems that are of concern to you and/or your organization. By using the Supervisor Referral process, you can communicate to an employee and CONCERN—in a clear and focused manner—the exact nature of work performance issues as well as your expectations for change. This will facilitate collaborative efforts between the employee and a CONCERN counselor to resolve the performance problems.

MAKING A SUPERVISOR REFERRAL

1. Talk to your Human Resources staff
   Ensure that County policies are met regarding documentation of performance issues and scheduling a meeting with the employee.
   Documentation of employee performance problems and sharing of that documentation with the employee is required before making a Supervisor Referral.

2. Consult with CONCERN
   Call CONCERN first to request consultation for:
   • Assistance in determining the appropriateness of a supervisor referral
   • Review of the steps in the supervisor referral process
   • Recommendations about what to say to make an effective referral
   A clinical case manager will be assigned to your case at this time.

3. Complete the Supervisor Referral Form
   Identify the reasons you are making the referral and, most importantly, the specific behavior changes you would like your employee to make to improve his/her performance. Please note: While documenting performance issues is important, the Supervisor Referral Form itself may not be placed in the employee’s personnel file.

4. Meet with the employee
   Provide the contact information for CONCERN. Make a strong, positive referral to CONCERN while noting that the referral is voluntary. Give the employee a copy of the Message from CONCERN handout and a copy of the completed Supervisor Referral Form. Emphasize the following:
   • The employee will have up to 10 visits with a licensed counselor
   • The visits to CONCERN are at no charge to the employee
   • An experienced, professional counselor will assist them in addressing performance issues
   • Employee’s contacts with the counselor are confidential
   • Free, confidential counseling services are also available to their family members
   • A phone call to CONCERN is all it takes to get started; provide the employee with the number of the assigned case manager

Be sure to communicate the seriousness of the situation to the employee and your expectation for improvement in job performance.

IMPORTANT: If you want to know if the employee does or does not contact CONCERN, be sure to have the employee sign the Employee Signature and Release of Information section of the SR form.
Fax (preferable) or mail the Supervisor Referral form immediately to CONCERN. You may also email a PDF version to the assigned clinical manager directly, as appropriate.

5. **After the referral is made**
   
   CONCERN can consult with you or the employee’s supervisor (if someone other than you) regarding appropriate and effective measures that may be taken with the employee to improve the situation at work. You are encouraged to contact the CONCERN clinical manager assigned to the case at any time for consultation. It is also important for you to notify the clinical manager if there are changes in performance or behavior, or if the employee is terminated.

6. **Confidentiality**
   
   Although it can be frustrating for a manager or supervisor, CONCERN and CONCERN counselors cannot release any information about an employee without the employee’s specific, signed permission to do so. The CONCERN counselor will discuss with the employee the benefits of cooperative communication between managers, supervisors and employees. Managers and supervisors should always continue to focus on the employee’s work performance.

7. **Special Provisions**
   
   At the discretion of a manager or supervisor, County employees may attend visits for Supervisor Referrals on County time. Time away must be pre-approved and subsequently verified with a note obtained by the employee from the CONCERN counselor. Do remember that compliance with Supervisor Referrals is voluntary. The employee is responsible for performance improvement.

8. **Contact Information**

   **FAX completed forms to**
   650-962-5737
   *(Preferred method)*

   **Mailing Address:**
   CONCERN:EAP
   Attn: Clinical Manager
   1503 Grant Road, Suite 120
   Mountain View, CA 94040

   **Phone:** 800-344-4222