



Making an Employer Referral: A Guide for Managers

An employer (or performance) referral typically occurs when a manager or supervisor has observed a change in an employee's work performance and the person has not responded to periodic feedback. Many times, the referral becomes part of an overall performance improvement plan that may or may not include disciplinary action.

Steps involved in an employer referral:

1. When considering an employer referral, review related organizational policies and consult with Human Resources.
2. Review the employee's prior disciplinary action, past and current job performance, and workplace behavior.
3. Contact a consultation specialist at **1-800-367-7474** to share the details of the employer referral and whether participation will be considered mandatory. The consultation specialist will provide an *Authorization for Disclosure of Protected Health Information* form that the employee can sign during the meeting. This consultation may also include:
 - A review of the organization's expectations
 - The timeframe for the referral
 - Preparation for the meeting
4. Meet with the employee to review:
 - Job performance issues and prohibited behaviors
 - The organization's decision to make a performance-based referral
 - The organization's expectations regarding corrective action and timeframe
5. Document the date, time, and details of the meeting, including the employee's response to the referral. Document outcomes of the discussion on an ongoing basis.

- Employment action (if any) for failure to meet the organization's expectations and/or noncompliance with the referral

Before the meeting concludes, schedule a follow-up session to review the employee's efforts, progress, and any workplace concerns.

To assist with correcting performance problems, LifeMatters recommends the following:

- Provide performance feedback to the employee whenever you notice changes in behavior. Document and share your observations in accordance with organizational policy.
- Refer questions about the referral process back to LifeMatters.
- If the employee does not take the necessary corrective action, deliver and document the consequences in accordance with organizational policy.

The consultation specialist will contact you periodically to assess the employee's ongoing performance and provide compliance updates.

This step-by-step process is offered as a general guideline for consideration when addressing performance and/or behavioral concerns. It is important that all job actions conform to organizational policy and occur in consultation with appropriate internal or external Human Resources and/or legal personnel. Following the steps of the employer referral, along with your organization's policies, may reduce exposure to potential liability.

1-800-367-7474

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Call collect to **262-574-2509** if outside of North America

Language assistance services in your preferred spoken and written languages are available at no cost by calling 1-800-367-7474.

