

EMPLOYEE SUPPORT SERVICES REFERRAL PROCESS FOR SUPERVISORS

SUMMARY

When a supervisor has determined that routine supervisory procedures, performance appraisal and/or disciplinary measures have not helped to assist an employee whose job performance has deteriorated or whose performance is erratic, where personal problems, e.g. emotional, marital, financial, family, alcohol and/or drug abuse may be involved, a supervisor may refer the employee to the Employee Support Services Section (ESSS). The supervisor shall understand how to employ the ESSS as part of positive management of their employees. The following procedure applies.

PROCEDURE

1. Ascertain that the employee understands what is expected regarding job performance, County policies, rules and procedures.
2. Monitor and document deficiencies in job performance such as lateness, absenteeism, poor quality of work, decreased quantity of work, missed deadlines, problems with co-workers, errors in judgment and poor decisions, according to established County policies and procedures.
3. Obtain a copy of Supervisor's Guidelines from the ESSS and review prior to taking the next step.
4. As the supervisor notes unsatisfactory or changed performance which the supervisor suspects may be a result of personal problems, the supervisor is urged to contact the ESSS for consultation.
5. During the supervisor's initial discussion with the employee, the supervisor shall tell the employee that his/her performance is deteriorating and considered unsatisfactory and shall recommend that the employee accept a referral to the ESSS for assessment and evaluation, counseling, and possible referral for appropriate treatment.
6. As the supervisor directly confronts the employee about job performance concerns, the supervisor shall then inform the employee of his/her rights using the Employee Rights Statement with respect to the recommendation for the employee to go to the ESSS.
7. Whether the employee accepts a referral or refuses a referral to the ESSS, the supervisor must obtain a written statement that the employee was informed of the availability of the services of the ESSS.
8. If the recommendation was made to the employee during a formal job counseling or disciplinary action, the written statement should be included as part of the employee's record.
9. If the employee agrees to the ESSS referral, the supervisor should call the ESSS and schedule an appointment for the employee.
10. The employee may be granted administrative leave, for up to three hours, for the initial evaluation sessions.
11. In cases when the employee prefers to personally contact the ESSS, the supervisor shall stipulate that the employee inform the supervisor of a scheduled ESSS appointment within a specified time period.
12. In cases of referral by an employee's supervisor, the ESSS will inform the supervisor of the employee's admission to the ESSS, or of any need for absence from work for treatment

13. In cases of an employee's absence from work for treatment, the ESSS shall arrange a conference with the employee to formulate aftercare ESSS expectations and define re-entry work expectations. A follow-up conference can be scheduled to include the employee's supervisor upon request. During the re-entry transition period, the supervisor and the ESSS counselor shall be in contact to monitor the employee's needs and performance.
14. Supervisors shall view referrals to the ESSS, not as a disciplinary action, but as a rehabilitative action to help prevent the need for further discipline of the employee.
15. In the case of a positive drug and alcohol testing result, the supervisor shall determine if disciplinary action (up to and including dismissal) is appropriate. However, it shall be the policy of Miami-Dade County to consider seeking the rehabilitation of existing employees with a self-admitted or detected alcohol or substance abuse problem, in conjunction with or in lieu of disciplinary action. In such cases, supervisors may refer the employee to the ESSS. Employees previously referred for an alcohol or substance abuse problem shall not be permitted the benefit of this privilege.

CONTACT(S):

Department/Division

Human Resources Department, Employee Support Services Section

REFERENCE DOCUMENT(S):

Administrative Order 7-27, Alcohol and Drug Screening for Pre-Employment and County Provided Physical Examinations