

# How to identify and support employees in difficult situations

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## A manager may learn of an employee's issues in one of several ways:

- An employee may directly share personal information with a manager
- A co-worker may share concern about an employee with a manager
- A manager may observe changes in an employee's performance or behavior

The list below provides common warning signals. It won't identify the nature of an employee's problem but it can help you notice if an employee may be struggling.

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### Missing work

- Unauthorized leave
  - Frequent and unscheduled absences
  - Consistently arriving late to work
  - Trouble with concentration
  - Distracted while at work
  - Work requires great effort and excess time
  - Takes frequent and/or long breaks
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### Changes in Work Patterns

- Alternating high and low productivity and morale
  - Missed details and deadlines
  - Complaints from co-workers and customers
  - Comes to work in an impaired state
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### Poor team relationships

- Over-reactions to criticism or feedback
  - Expressed resentments
  - Borrowing money from co-workers
  - Persistent negative attitudes about work and co-workers
  - Withdrawal from social relationships
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### High accident rate

- Accidents on or off the job
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We're always available to help you support your employees. You can call us anytime.

## An RFL consultant will:

- Ask questions to gather information about the situation
- Discuss potential support options
- Offer suggestions for the manager's meeting with an employee
- Share steps for making a referral to RFL

**We're here for you and your employees when times get tough. Call us anytime.**

## The EAP is administered by Resources For Living, LLC.

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