

The Iceberg Concept (of Persistent Employee Performance Problems)

Employees who are adequately trained, equipped, and coached by their supervisors usually work effectively. When a person exhibits continuing and persistent job performance problems, those problems may have other contributions such as, underlying personal problems. Such problems are much like the "tip of the iceberg." These are warning signs that a referral to the EAP is appropriate.

Patterns of Job Performance Deterioration

Attendance

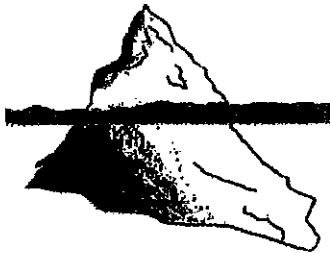
- Absenteeism/tardiness

Performance

- Decrease in quality/quantity of work
- Difficulty completing tasks or meeting deadlines
- Erratic work patterns
- Errors in judgment

Conduct

- Accidents/safety violations
- Interpersonal conflicts
- Reporting to work in abnormal condition
- Resistance to change
- Threats/workplace violence



Complex Underlying Personal Problems

- Alcoholism/abuse/misuse
- Anger/stress
- Domestic violence
- Drug addiction/abuse/misuse
- Financial problems
- Grief and loss
- Legal problems
- Marital/family problems
- Mental health issues

Identifying and confronting employee job performance problems are supervisory responsibilities. Diagnosing and attempting to treat the complex underlying causes are not supervisory responsibilities. Referral to the EAP aids the employee in finding the professional help needed to manage personal problems. A supervisor's intervention can motivate an employee to make serious efforts to resolve performance issues.

Quarterly/Monthly Check-In

To be completed by the supervisor and/or employee.

| |
|--|
| What are your current projects? |
| |
| What (if any) challenges or obstacles are interfering with your work? |
| |
| What can I do to support you in your work? |
| |
| Discuss priorities until the next check-in. |
| |

Performance Improvement Plan:

Cindy Employee, ABC Department

| Category/Performance Concern | Standard | Action and Support Provided | Date | Outcome |
|--|--|--|---|---|
| <i>List any development needs (current or future) in the appropriate box or boxes below:</i> | <i>What performance has to be met?</i> | <i>List training or educational program, job rotation, or mentoring activity to develop/improve skill performance.</i> | <i>List action timeline and reassessment date.</i> | <i>List results and/or accomplishments and related completion date.</i> |
| Timely and accurate completion of work | Financial transactions completed accurately and timely (e.g., Peards, purchasing, COS) | Business Process Series Time management workshop 1:1 training with [name] | Training to be completed by September 30, 2018 Reassess progress by October 30, 2018 | |
| | | | | |

Two Minute Challenge

1. **Observe** – just the facts
2. **Wait** for response
3. **Remind** of the goal
4. **Ask** for specific solution
5. **Agree**
6. **Follow-up**

Don't skip a step!!

