

**Recurrent Tardiness:**

“Jane is a long time employee with no past performance issues. Over the past few months she has been coming in late, which is not like her. I get the feeling something is going on. I don’t want to have to discipline her, but her tardiness has to stop. I don’t know what to do.”

**Withdrawing from Work:**

“Chloe is an excellent worker. When she is on, she’s on. But when she’s not, she can be irritable, erratic and difficult to work with. This difficult behavior used to be very infrequent, and her excellent work made up for it. But lately her work has deteriorated, and her behavior has become more and more difficult to work with. Her interpersonal skills and performance need to improve. I don’t know what to do.”

**Less Engagement:**

“Bill is a long-time employee with no past performance issues. He has been missing work frequently, randomly with very short notice over the past month. I sense that there is something going on. I don’t want to have to discipline him, but his attendance has to change. I don’t know what to do.”

**Performance Issues:**

“Sally is a long-time employee with intermittent performance issues throughout her career. Over the past six months, she has been missing project deadlines and the work that she has been submitting has been riddled with mistakes. When I have approached this with her in the past she has gotten very defensive. Sally works from home with the understanding that she can be reached anytime during business hours. Last week she was unreachable for a period of 6 hours. Recently she shared that she thinks that her poor performance is due to her increased drinking. Her performance is unacceptable. I don’t know what to do.”

**Behavioral Issues:**

“I’m worried about John. He is usually so boisterous and pleasant, but lately he has been really quiet and withdrawn. He’s not participating in meetings or sharing his ideas with the team. I get the sense that he doesn’t like his job anymore. He’s not putting the effort into his work like he used to. I can’t tell if something is wrong or if he has just changed his mind and doesn’t want to work here anymore. I don’t know what to do.”

It is important to understand that an employee's substance use disorder cannot be used as an excuse for poor performance. If an employee states that he/she is suffering from a substance use disorder, refer to your company policy to determine how to move forward and clarify options.

Identify the performance issue: see scenario page including i.e tardiness, missing project deadlines, withdrawing from work, work with multiple mistakes, less engagement, performance issues, behavioral issues and not taking responsibility for mistakes.

Know your role: It is important not to make assumptions. Try to remember that there may be a valid reason as to why there may be a performance issue (illness, transportation, family childcare). It is not your place to ask why and it's not your role to fix it for the employee. As a manager, your role is to:

1. Clearly state the performance issues.
2. Clearly state what you expect from the employee
3. Clearly state the consequences if behaviors doesn't change within a set time frame
4. Provide available appropriate resources that may assist employee in meeting the above mention expectations

Resources to be aware of:

1. Company Employee Conduct Policy
2. Company Drug and Alcohol Policy
3. Family and Medical Leave Act (FMLA)
4. Contact information for company Human Resources Department
5. Contact information for company Employee Assistance Program (EAP)