

Georgia DNR EAP Tools for Managers 2018



GA DNR-Benefits in Brief

24/7 Access Number: 800-638-3327

www.feieap.com username: [gadnr](#)

1-General EAP Services-Confidential and Holistic!

2-Manager Consultations-Partnership and Collaboration

3-Job Performance Referrals- Workplace Behaviors, Not Symptoms

4-Onsite Services-Return to Resilience

5-Manager Resources-Website and Blog

6-Promotion and Training-Monthly Webinars

Individual-Benefits in Brief

- 3 sessions per incident
- EAP website: www.feaeap.com username: [gadnr](#)
- Eligible– Employees & dependents (i.e., spouse, dependent children, and domestic partner).

Organizational-Benefits in Brief

- Job Performance Referrals
- Management Consultations
- Employee and Manager Orientations
- Topical Flyers
- Manager Resources www.feaeap.com username: [gadnr](#)
- Monthly Webinars and Promotional
- Manager Exchange and Crisis Blogs
- Workplace Critical Incident Response

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While the EAP is there to help employees with personal issues that may affect work performance, it is also a partner to the organization and to you as a manager dealing with work performance issues such as attendance, attitude, workplace incidents, substance abuse or general productivity.

Following are a few of the ways that the EAP can help:

EAP Referrals

You may have an employee who has been provided with adequate training, equipment, direction and support, but continues to show job performance difficulty. In this case you may want to offer him/her an opportunity to address personal issues that may be having an impact on their work, by initiating a Suggested or Mandated EAP Referral. If you think this may be appropriate, discuss options with your HR representative.

Manager Consultation

Did you know that you have a team of account managers with many years of collective experience available for consultations regarding situations that may arise in the workplace? Do you have two employees who are not getting along? Are you noticing behaviors that concern you but are not sure how to address? Contact your EAP to speak with an account manager who can offer perspective and suggestions for possible solutions.

Manager Resources

- A section on the LifeCycle Connect website www.feieap.com username: XXXX is dedicated to resources relevant to managers, such as conflict management, coaching and performance appraisal, and emotional intelligence in the workplace.
- A link to the Manager Exchange Blog, which addresses issues of relevance for managers and supervisors, can also be accessed through the website. There you will find a wide array of topics related to EAP, organizational crisis response, organizational development, and workplace violence prevention.

On-site Services

When something happens that affects a group of employees, such as the sudden death of a coworker, a natural disaster, or a tragedy in the community, did you know that you can arrange to have a counselor on-site to support employees?

A specially-trained counselor will educate employees on what they can expect and how to follow up with the EAP for further support. Your HR representative can advise you on how to set up on-site services.

Topical Flyers and Training

- If you are dealing with a specific issue there may be a topical flyer available, e.g. Suicide of a Coworker, Communicating News of Job Loss, etc. Contact the EAP and ask for an account manager.
- If you have specific training needs related to issues such as personal resilience, stress management, mindfulness in the workplace, etc., your HR representative will be able to assist in arranging for a webinar or on-site presentation. There are also a variety of legal and financial topics available.
- Your EAP also offers monthly webinars on relevant topics. Encourage employees to explore these offerings and register at your organization's EAP LifeCycle Connect website. Replays of past webinars are available for anyone to access.



What stops employees from accessing EAP services?

You may have an employee who has been provided with adequate training, equipment, direction and support, but continues to show job performance difficulty. In this case you may want to offer him/her an opportunity to address personal issues that may be having an impact on their work, by initiating a Suggested or Mandated EAP Referral. If you think this may be appropriate, discuss options with your HR representative.

- *They don't think that it's confidential* - Employees may mistrust the services because they are offered by the employer or fear that the employer will know they used the services.
- *Stigma* - Fear of being seen as a "mental health patient" as well as feelings of shame and embarrassment for seeking help. Belief that a person should handle their problems on their own or denial that help is needed.
- *Permission needed from HR* - Many think it is necessary to ask permission from their manager or HR.
- *Lack of awareness* - Despite regular service promotion, many remain unaware of the services or how to access them.
- *Job insecurity* - Fear that participating in EAP services could undermine job security.
- *Manager's perception* - Fear that perceptions of managers might be negatively affected by use of services.

Steps an employer can take to overcome these barriers

- *Educate employees* - Explain how the EAP works, starting with the fact that it is confidential (unless the employee discloses harm to self or others). No personal information is shared with the employer, only aggregate statistics.
- *Reassure employees* - Everyone has challenges at different stages of life whether for a legal or financial issue, child care needs, marital/relationship problems, aging parents who need help, grief following the death of a loved one, workplace conflicts, or stress-related concerns. Having an EAP professional to turn to when facing these challenges can make all the difference.
- *Reframe the EAP as part of Wellness Services* - Emphasizing how the EAP can be used to enhance interpersonal relationships, address parenting and family challenges, build on personal strengths, manage strong feelings, and navigate through life's transitions, puts a more positive spin on what the EAP has to offer. FEI's literature has been redesigned to reflect this concept to reinforce that seeking help is a positive choice and investing in psychological/emotional fitness, financial fitness, and social well-being will lead to positive outcomes.
- *All it takes is a call to the EAP* - Access to services is simple. No permission is needed from a manager, supervisor or HR to use the services. The employee can simply call the toll-free number to access all available services.

- *Keep the program visible* - Utilize as many channels as possible to increase awareness of services: new employee orientation, posters, monthly messages, monthly webinars, quarterly EAPost newsletter, flyers and brochures in break rooms and bathrooms, benefit fairs, or an EAP representative available around lunch breaks to present the services.
- *Validate workplace support programs* - To counteract feelings of job insecurity, communicate the value and safety in using EAP services. Use of the EAP does not jeopardize nor save an employee's job (if work performance is not an issue).
- *Educate managers and supervisors* - Many managers and supervisors are unaware of how the EAP can be used as a tool to address performance problems. Call your Account Manager to arrange for an overview of services for managers such as EAP Tools for Managers presentation.

Guidance for intervention with high risk employee behavior

Occasionally, as a company manager or HR representative, you may be confronted with an employee who is exhibiting physical or verbal behavior that is bizarre, incoherent, disorganized, and/or threatening harm to self or others. Increasingly in today's workplace, emails/text/social media communications contain or reflect these issues. It is good practice to take all such threats seriously.

If you are unsure about the seriousness of threats to self or others, call the toll-free number for your EAP Service and ask to speak with an Account Manager. Your Account Manager is an experienced workplace consultant and can provide guidance. Workplace consultation is available 24/7.

Consider meeting with the employee to express your concern and inquire if he or she feels "safe" and/or able to control their behavior. It is sometimes prudent to have a colleague or security representative present in the meeting. Please note that our experience is that such inquiries do not trigger destructive behavior. Employees sometimes even feel relieved that someone asked. Even if the employee reassures you, you may not feel convinced and should proceed to "**Safety First**" below.

Safety first

Please be advised that the safety of the employee and others in your workplace or community is the top priority. If an employee is verbally (including email, texting, Facebook, etc.) or physically threatening self or others at work or elsewhere, we generally recommend that your first step is to call your security service or the local police for a safety-check response. This can include situations where the employee is not present at your workplace. Most security and law enforcement personnel are familiar with the term, "Safety Check." Security or law enforcement personnel will meet with the employee and decide whether to transport the employee for emergency services at a hospital Emergency Room.

Medical evaluation

If the behavior is not threatening to self or others, but renders the employee unable to work or is disruptive to normal workplace functions, immediate medical and/or psychiatric assessment and care, usually through a hospital Emergency Room, should be considered. People may show unusual behavior as a result of a medical condition, medication interactions or dosage problems, and it is important to clear these possible causes first. (For example, employees with dementia, neurological disorders, brain tumors, insufficient oxygen to the brain, etc. can show signs that appear to be caused by a psychiatric disorder). There are two options.

- **First:** If the employee is willing, the emergency contact for the employee can be called to help the employee get immediate medical care. Document that the employee has given you consent to speak with a specific person.
- **Second:** If the employee refuses the emergency contact option, local authorities/services may be called to assist with getting medical care for the employee.

Fitness-for-Duty

After the employee has been assessed in an Emergency Room or treated elsewhere, you may consider requiring the employee to provide a physician's (preferably a psychiatrist) note clearing the person for return to work. This step should be discussed with HR and/or legal resources. The company's occupational health provider may be a good resource for locating a psychiatrist or qualified psychologist for this purpose. In addition, your EAP Account Manager is able to provide you with contact information for a national fitness-for-duty provider, who will assess the employee and make recommendations, including fitness-for-duty. This service involves a significant expense that is normally paid by the employer. Your EAP does not provide fitness-for-duty services and is not affiliated with any fitness-for-duty provider.

Mandatory Referral and return to work

An EAP Mandatory Referral can be used in conjunction with the employee's return to work, but it must be based on a documented work performance issue(s) that could lead to termination, not because they have a psychiatric disorder. You will receive regular updates on attendance and compliance with recommendations while EAP sessions are being provided. Contact your EAP Account Manager to discuss this kind of referral.

Employee access to EAP

The employee may use the EAP voluntarily at any point, by calling the EAP toll-free number.

When employees approach a manager or HR representative about a personal or family issue, or when an employee is clearly showing signs of distraction, depression, anxiety or other indicator(s) of personal issues; but work performance has not become a critical issue, a Suggested Referral to EAP & Work-Life services may be a good way to help.

As a manager or supervisor, you are in a strong position to spot problems early and support employees by encouraging them to seek help through the EAP & Work-Life program. A Suggested Referral is a good way to recommend help early. Be sensitive to the fact that you may be seen as a company authority, and that your suggestion may carry more weight, both positive and negative, than you know. If at any point the employee appears to want to end this conversation, be sure to considerately withdraw. These conversations should be held in a private setting and held in a manner that emphasizes discretion.

- If an employee has approached you as their manager or HR representative, about a personal, marital, or family matter allow the employee to start where they want. You can begin with something like, "So, what's on your mind?"
- If you as their manager or HR representative feel comfortable in approaching an employee who clearly is troubled, ask them if they have a few minutes to meet with you, and go, unobtrusively, with the employee to a private setting.
- Share your observations and concerns directly with the employee starting (depending on the situation) with something like, "I have noticed that you seem distracted and less energetic recently."
- In either case, listen carefully to the employee - asking brief informational questions for clarification.
- Do not try to participate in finding a solution for the employee.
- Do let the employee know that your EAP & Work-Life program has counseling, legal and financial services that are confidential, easily accessed, and cost-free to employees
- Ask if the employee would like a brochure. (Be prepared with a brochure that can be discretely handed to the employee.)
- Emphasize that you will not be speaking of this again, that you were pleased to be able to help them be aware of their EAP & Work-Life services.
- Do not follow up with the employee. Follow-up, no matter how well-intentioned, can be seen as intrusive by the employee.
- If significant work performance issues arise, unrelated to lack of training, time, equipment, or direction, call your EAP Account Manager for consultation and possible mandated referral to the EAP.

As a manager or HR representative, you may call for consultation on workplace issues 24/7 with a member of your EAP Account Management Team through the toll-free EAP & Work-Life access number.

When work performance problems, unrelated to skills or knowledge deficits, continue in spite of your attempts to address them, or a major violation of company policy has occurred, a Mandated EAP Referral may be indicated.

Why make a Mandated EAP Referral?

- When an employee displays observable and/or measurable work performance issues or policy violations, despite being provided with adequate training, direction, support and direct counseling by a manager(s) about specific issue(s), a Mandated EAP Referral may be initiated by a manager or HR representative. A Mandated EAP Referral includes telephonic assessment, referral for in-person assessment and counseling, monitoring of compliance and reporting.
- Through feedback, provided with the consent of the employee, a Mandated EAP Referral provides the manager/HR representative with the assurance that the employee has been offered an opportunity to address any issues in the employee's personal or family life that may be adversely affecting their performance at work.
- A Mandated EAP Referral is usually included as one part of a verbal or written Last Chance Agreement between the employer and the employee, stipulating that the employee must attend and comply with EAP recommendations as a condition of on-going employment. The other condition(s) must be resolution of the observable or measurable job performance issue(s).

What to expect following a Mandated EAP Referral

With the employee's consent, the Manager/HR or other designated contact will receive phone or voicemail updates on the employee's participation in the EAP program and notification when EAP services are completed.

What not to expect following a Mandated EAP Referral

- Information about the employee's personal life.
- Reports about clinical information in regard to mental health or substance abuse diagnosis or status.
- Reports about the employee's capacity to work or return to work. This fitness-for-duty assessment and determination is made by a psychiatrist or psychologist with special training. The EAP can accept a Mandated EAP Referral as part of a return-to-work plan.

What the EAP expects of the manager or HR representative

Feedback about the employee's current work performance and any changes in his/her employment status.

The Mandated EAP Referral process

- The employee's manager/HR representative observes and documents work performance issues or policy violations and discusses them with the employee, including clear improvement goals and time frames. The manager confirms that appropriate training, equipment, time and direction have been provided to the employee. Discussions should focus on work performance, not personal matters.
- If work performance or policy violation issues persist, the manager or HR representative should call the organization's toll-free EAP number and ask to speak with the EAP Account Manager.
- The Account Manager or a member of the EAP Account Management Team will provide consultation.
- If a Mandated EAP Referral is indicated, the Account Manager will record the specifics about the precipitating event(s) and the contact information for the manager(s) or HR representative(s) who will be primary and secondary contacts accepting reports on compliance. Included is a time frame for the employee to make contact with the EAP Service Center to initiate the referral.
- The manager or HR Representative then meets with the employee and makes the referral, instructing the employee to call the toll-free EAP number within the agreed-upon time frame.
- The employee should be assured that the only information that will be supplied by the EAP will be in regard to attendance and compliance. No personal or clinical information will be shared, and that only with the consent of the referred employee.
- The EAP Service Center will provide periodic compliance reports to the primary contact, or secondary if the primary contact is not available, by phone or voicemail.
- If services beyond the EAP are recommended, the EAP Service Center will inform the company reporting contact that a follow-up plan for the employee is in place. No information about the type of program or the actual provider is released by the EAP Service Center. Company representatives are free to approach the employee and request that he/she facilitate further reporting by the provider.
- As always, all employment decisions and communication with the employee regarding continued employment or disciplinary action are the responsibility of the employer

Please Note:

A Mandated EAP Referral should not be used or seen as a disciplinary action. Used this way it will likely breed a negative attitude toward counseling and not yield a positive outcome. Rather, this type of referral should be presented and viewed as a support to the employee in resolving job performance issues. Similarly, a Mandated EAP Referral should not be seen as providing immunity for the employee from the normal consequences of job performance issues.

A Mandated EAP Referral does not ensure a resolution of work performance issues. As in all counseling situations, progress depends on many factors including the employee's motivation, insight and capacity for change. A Mandated EAP Referral does provide assurance that the employee has been assessed and guided toward developing and executing an appropriate work and life improvement plan. It's up to the employee to take advantage of this service and any health and welfare benefits offered by the employer.

When is a Fitness for Duty Evaluation warranted?

When an employee exhibits unusual, threatening or potentially dangerous behavior, first and foremost, respond to the immediate risk to ensure the safety and security of all individuals. Examples include:

- Behavior that is bizarre, incoherent, or well outside the norm for the workplace
- Threats of harm to self or others
- Physical altercations

Often in such behavioral risk situations, the question of whether the employee is fit to remain on duty will arise. The Employee Assistance Program (EAP) can provide guidance through this process, however, it is outside the purview of EAP to evaluate and determine fitness for duty.

What is Fitness for Duty Evaluation?

A Fitness for Duty evaluation provides a medical/psychiatric determination as to whether an individual can perform the essential functions of his/her position, with or without reasonable accommodation/s, and without a direct threat to the safety of the employee or others in the workplace.

Who conducts the evaluation?

When a behavioral or emotional concern is prompting the need for Fitness for Duty evaluation, FEI Behavioral Health recommends that a psychiatrist conduct the evaluation. This will ensure the most appropriately targeted evaluation, minimize litigious risk, provide the best assurance of workplace safety, and safeguard the interests of the employer and employee.

Resources

Your company physician, benefits and/or disability departments or vendors may be helpful in identifying Fitness for Duty evaluation resources. The following national resources can also be called on. They offer prompt access to networks of licensed mental health professionals and consultants with expertise in evaluating Fitness for Duty, and can assist you with referral and securing appointments:

PsyBar

952-285-9000

[PsyBar](https://www.psybar.com/for-employers/assessment-services/)

<https://www.psybar.com/for-employers/assessment-services/>

R3 Continuum

952-927-0184

[R3 Continuum](https://r3continuum.com/ready/fitness-duty-evaluations/)

<https://r3continuum.com/ready/fitness-duty-evaluations/>

For Violations of Personnel Policy with Grounds for Immediate Termination

“Last Chance Employment Agreements” are formulated when a company decides to retain an employee in lieu of termination following violation(s) of personnel/company policy where grounds for immediate “for cause” termination of employment exist. These agreements prescribe a number of conditions that must be fully met by the employee for a specified period in order to continue employment and consequences if these expectations are not met. In certain instances, use of and compliance with the Employee Assistance Program (EAP) may be one of these conditions. This represents a “Contract” for the employee’s return to work and on-going employment. It is an important part of an ongoing process of consultation by the EAP Account Manager with a company management or HR representative that begins with the recognition of the performance issue and continues as the employee follows up in the EAP program and its recommendations.

Last Chance Employment Agreements, including EAP involvement, must be fully specified in writing and reviewed by the employee’s direct manager, company human resource representative, legal counsel, any other company required personnel, and the EAP. The agreement is offered to the employee by the company and should include:

- A summary identification of the performance issues and/or behavior(s) and specific personnel policy violated.
- Key findings and conclusions of any investigation conducted confirming violation(s), including dates and specifics of policies violated.
- Statement of results, conclusions and consequences identifying policy violation(s) grounds for immediate termination, and specifying decision to offer continued employment in lieu of termination based on fully meeting a number of required conditions.
- Identification of all required conditions of return to work, if the employee has been suspended, and for continued employment in all cases. Conditions should include time limits where appropriate.
 - Required involvement and compliance with the EAP must specify the following:
 - Toll-free EAP access number and date by which they are required to call .
 - Indication that employee, when requested by the EAP, must sign a written authorization allowing the EAP to disclose to the specified company designee(s) attendance, participation, appointment dates, and compliance with all recommendations. The EAP will not disclose the nature of the employee’s problem. The EAP will also not disclose the specifics of any recommendations made, unless the referral is for federally regulated employees mandated to EAP due to a failed alcohol or drug test.
 - Consequences of failure to comply with any of the specified condition(s) of continued employment.
 - Signature and date line for employee to acknowledge receipt of and their agreement to continue employment under the conditions of the agreement specified.

Fostering resilience during time of crisis and trauma

Crisis and trauma support is available to help employees cope with the aftermath of disruptive or critical events such as:

- Workplace violence
- Death or suicide of a coworker or family member
- Diagnosis of a serious or terminal illness
- Vicarious trauma experienced by employees working with high risk populations
- Significant workplace change such as reduction in force
- Shared loss or traumatic experience

These events can create significant stress and upheaval for individuals and the workplace. In the wake of trauma, a wide range of reactions is both normal and expected. Trauma has been described as “a normal reaction to an abnormal situation.” Some common stress reactions include:

- Confusion
- Fear
- Feelings of hopelessness and helplessness
- Sleep problems
- Anxiety
- Shock
- Guilt
- Physical reactions

In fact, these reactions are an expression of resilience and the ability to recover. Educating employees on these reactions and helping them develop skills to cope with immediate reactions can result in minimizing long-term consequences and enabling them to return to full functioning more quickly.

Consultation prior to onsite services

Your account manager will consult with you to arrange for the most appropriate response given the type of incident, your company culture, and the number of people impacted by the event so that we can make the best recommendations in collaboration with you. This may include one-on-one support which can be arranged in the 24 – 48 hours after the traumatic event. A consultant can be available onsite, in a private office arranged by the site manager to provide immediate support and strategies for self-care, as well as referrals for further support as appropriate.

Distribution of information is generally the first step in response to a traumatic event. Your account manager will provide you with written materials that can be distributed to employees who have been impacted by the event. Handing out brochures and flyers with succinct information about trauma and 24/7 contact information for EAP counseling services can be reassuring to employees and a means to regain a sense of safety and balance.

Critical Incident Response (CIR)

The goal of CIR is to empower employees to develop self-care and resilience strategies. It is not intended as therapy nor is it a substitute for treatment of more serious reactions. It is a guided conversation that invites participants to both share and listen to each other as a means of offering support and beginning a recovery process – individually and as an organization. However, there may be individuals who may need further assistance and can be referred by the EAP to a local counselor.

Onsite continuum of services

The onsite consultant will provide emotional support and education regarding the grief process, trauma reactions and strategies to promote resilience. In addition to one-on-one support, either small group or large group briefings can be arranged. Small group briefings – with less than 10 people – are more interactive and educational. The consultant will facilitate discussion to normalize reactions and provide resilience strategies. Large group briefings, on the other hand, are designed to provide facts and education to help restore a sense of order, recovery and next steps. The consultant will coach leadership to provide remarks at the opening of the briefing and then again at closing to outline next steps and resources.

What to when there is a traumatic event

1. Call your account manager to discuss the situation, best practices, logistics and any related fees. Please allow at least 24 hours notice if you are requesting on-site services, except in extreme emergencies. Onsite services are generally recommended after 48 hours of the event when the initial shock has worn off and employees are more open to information about the effects of trauma.
2. Be prepared to discuss the following:
 - What happened and when
 - How many people were impacted
 - Contact information for the person who will be designated as onsite coordinator including: phone number, email address, address and zip code of the site
 - Number of hours you would like to have an EAP consultant on site. We recommend at least 1.5 hours for a group briefing, with some availability after the meeting for employees to meet with the consultant individually as needed.
3. If it is decided to have a local EAP consultant onsite, your account manager will arrange this. In addition, you will receive:
 - Topical handouts to be printed and made available to employees, including a flyer describing how to access EAP Services
 - Suitable language to use to communicate with employees about the onsite services
 - EAP consultant's name and contact information

4. The consultant representing FEI will then contact you to confirm the arrangements.
5. Payment or coverage for these services are stipulated in your organization's consulting agreement with FEI.
6. After the onsite services are provided, you will receive an invitation to complete a satisfaction survey about your experience.

The Manager's Role

It is important for managers to remember that their role is to manage and supervise employees, not to resolve their personal problems.

Key issues to keep in mind include:

- Being present and available to employees
- Listening to their concerns and offering resources
- Demonstrating compassion without trying to solve their problems
- Being flexible and recognizing that individuals recover in their own time
- Accessing and recommending the EAP

Inviting employees to a group briefing – What to say

- We have asked an experienced EAP consultant to guide us in understanding that a wide range of reactions to loss and trauma are expected, and an expression of the recovery process. The consultant will also be equipping us with strategies for self-care to facilitate our innate resiliency. Please join coworkers for this valuable process.
- For those who may want to speak privately with the consultant, arrangements have been made and will be announced during the group session. Please be assured that any discussion with the counselor will be confidential.

As problematic substance abuse progresses, the “visible signs” become more apparent.

	Indicators
Physical	<ul style="list-style-type: none"> Deterioration in appearance and/or personal hygiene Unexplained bruises Sweating Complaints of headaches Tremors Diarrhea and vomiting Abdominal/muscle cramps Restlessness Frequent use of breath mints/gum or mouthwash Odor of alcohol on breath Slurred speech Unsteady gait
Psychosocial Impacts	<ul style="list-style-type: none"> Family disharmony (how the colleague speaks of family members) Mood fluctuation (e.g., swinging from being extremely fatigued to ‘perkins;’ in a short period of time) Inappropriate verbal or emotional response Inappropriate responses/behaviors Isolation from colleagues Lack of focus/concentration and forgetfulness Lying and/or providing implausible excuses for behavior
Workplace Performance and Professional Image	<ul style="list-style-type: none"> Calling in sick frequently (may work overtime) Moving to a position where there is less viability or supervision Arriving late for work, leaving early Extended breaks; sometimes without telling colleagues they are leaving Forgetfulness Errors in judgment Deterioration in performance Excessive number of incidents/mistakes Noncompliance with policies Doing enough work to just ‘get by’ Sloppy, illegible or incorrect work (e.g., writing, reports, etc.) Changes in work quality

	Progression	Visible Signs
Early Stages	<ul style="list-style-type: none"> Uses to relieve tension Tolerance increases Memory blackouts Lies about use 	<p>Job Performance</p> <ul style="list-style-type: none"> Makes more mistakes Misses deadlines <p>Attendance</p> <ul style="list-style-type: none"> Late or absent <p>General Behavior</p> <ul style="list-style-type: none"> Co-workers complain Overreacts to criticism Complains about being ill Lies
Middle Phase	<ul style="list-style-type: none"> Sneaks use Guilty about use Tremors Depression Loss of interest in other activities 	<p>Job Performance</p> <ul style="list-style-type: none"> Spasmodic work pace Difficulty concentrating <p>Attendance</p> <ul style="list-style-type: none"> More days off for vague reasons <p>General Behavior</p> <ul style="list-style-type: none"> Undependable Avoids associates Borrows money Exaggerates Unreasonable resentments
Late-Middle Phase	<ul style="list-style-type: none"> Avoids discussion of the problem Attempts to control use fails Neglects food Isolates self from others 	<p>Job Performance</p> <ul style="list-style-type: none"> Far below expectations <p>Attendance</p> <ul style="list-style-type: none"> Frequent time off Doesn’t return after lunch <p>General Behavior</p> <ul style="list-style-type: none"> Aggressive, belligerent Domestic problems interfere Loss of ethical values Won’t talk about the problem
Late Phase	<ul style="list-style-type: none"> Believes that other activities interfere with use Blames people and things for problems 	<p>Job Performance</p> <ul style="list-style-type: none"> Formal discipline No improvement <p>Attendance</p> <ul style="list-style-type: none"> Prolonged unpredictable absences <p>General Behavior</p> <ul style="list-style-type: none"> Use on the job Physical deterioration