

A Resource for Supervisors



■ What is PAS?

Personal Assistance Service (PAS) is the faculty/staff assistance program at Duke University and Duke Health System. The staff of licensed professionals offer confidential assessment, short-term counseling, and referrals to help resolve a broad range of personal, work, and family problems. All Duke faculty, staff, and their eligible family members may use PAS free of charge.

PAS serves as a consultative resource for supervisors and managers to use when addressing an employee's work performance problem. In addition, staff are available if a work unit experiences a trauma, loss, or significant change that threatens to disrupt the functioning of the group.

■ How do I address problem?

As a supervisor, you are in a unique position to motivate employees to seek assistance for problems. A persistent performance problem is unlikely to resolve without supervisory intervention. While it can be difficult to tell an employee that their performance is below standard and must change, the supervisor can provide the motivation toward health and productivity by addressing the poor performance and simultaneously offering a source of professional help.

Employees who have persistent performance or attendance problems may have underlying personal difficulties that are causing problems on the job. That is why supervisors and managers are encouraged to recommend PAS to their employees who demonstrate work performance problems. The earlier an employee seeks help, the more easily problems can be resolved. This increases the likelihood of an employee regaining productivity and improving work performance.

■ When should I contact PAS?

In the position of supervisor or manager, you may become aware of several situations in which it would be beneficial to contact PAS such as:

- When there are no work performance problems but an employee shares a personal problem with you, you can remind the employee of the availability of PAS.
- When you, as a supervisor, are feeling stressed or frustrated when thinking about an employee's work performance problems.
- When an employee demonstrates a change in work performance. This change may be sudden or develop over a period of time and may include one or more of the following:
 - ▶ Absenteeism; attendance problems
 - ▶ Declining or inconsistent work performance
 - ▶ "On-the-job" absenteeism
 - ▶ Frequent tardiness
 - ▶ Increased errors, accidents, missed deadlines
 - ▶ Difficulties with concentration, confusion
 - ▶ Changes in attitude, mood, appearance
 - ▶ Changes in work relationships
 - ▶ Frequent complaints from others

■ How do I recommend PAS to an employee?

Contact PAS to discuss a potential referral and provide information.

Meet with the employee to review job performance expectations and outline what changes are needed. Focus on work performance issues! Do not try to diagnose personal problems.

Recommend PAS to your employee as a resource to help resolve work problems. Allow the employee to use PAS on work time if you are recommending PAS because of a work performance issue.

Schedule a follow-up meeting to evaluate the employee's progress in reaching job performance standards.

■ What about confidentiality?

PAS safeguards confidentiality to the fullest extent permitted by law, and information can only be released with written consent of the client. If an employee is referred by a supervisor, they will be asked to give written permission for the supervisor to be contacted. If the employee gives that consent, the counselor will contact the supervisor and inform them if further appointments have been scheduled. The specific nature of the employee's problem remains confidential and will not be disclosed. The counselor will work with the employee to try to resolve problems and may recommend the use of additional resources.

■ How do I contact PAS?

Contact the PAS office, Monday through Friday at **919-416-1PAS** or **919-416-1727**. Information about PAS can also be found on-line at pas.duke.edu.

■ What if you don't hear from us?

If you contacted PAS prior to referring an employee and you do not hear from a PAS counselor, you can assume that:

the employee did come to PAS but did not sign a release of information,

or,

the employee did not make use of the services at PAS.

Whether an employee chooses to use PAS or not, the supervisor needs to continue to monitor job performance. An employee is not sheltered from any disciplinary procedure by participation in PAS, nor can an employee be disciplined for not seeking assistance. An employee is involvement with PAS is voluntary. Whether PAS is utilized or not, the employee is responsible for acceptable work performance.



For additional information:

pas.duke.edu

919-416-1727

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