



Leader Guide for EAP Referrals

This guide is for educational purposes only and is not designed to identify any health condition or replace processes for documenting performance. Leaders should stay focused on objective workplace behaviors. Consult with your supervisor, HR manager or Caterpillar's Employee Assistance Program (EAP) if you are concerned about the behavior or performance of an employee.

Awareness of Significant Life Stress

- Significant health problems
- Loss of job, poor rating, missed promotion, or layoff
- Relationship problems at home or work
- Losses (e.g., death, divorce, custody problems)
- Problems with alcohol or drugs
- Financial or legal problems
- Work stress, managing change, job instability, or difficulty meeting job demands

Work Behavior and Performance Problems

- Absenteeism or tardiness
- Declining performance or productivity
- Less communication or social interactions
- Relationship problems or conflicts with others
- Missed meetings, calls, deadlines, etc.
- Failing to follow instructions or accept coaching
- Excessive physical problems or time off due to unexplained medical problems
- Confusion, poor memory, or concentration

Emotional Signs

- Dramatic changes in mood or appearance
- Appearing sad, down, depressed, or anxious
- Talk of "being stressed out," "feeling depressed," or suggestions of substance abuse—even if said in a **joking manner**
- Signs of drug or alcohol use
- Social avoidance or withdrawal
- Anger, negativity, intimidating or disrespectful behavior, etc.
- Threatened words, harassment, bullying, or threats of violence
- Any indication of self-harm through words, writing, or action

For Remote Employees

- Significant changes in interactions in virtual meetings
- Change in tone of emails and phone conversations
- Less communicative
- Reluctant to use camera
- Offline more, slower to reply to emails, late logging on for meetings, etc.
- Decreased work quality or quantity
- Missed meetings, calls, or deadlines
- More reports of being ill, doctor's appointments, or needing to be offline due to sickness or other undefined reasons

For more information on Caterpillar's Employee Assistance Program and global helpline numbers, visit TotalHealth.cat.com > EAP.