

Saving Good Employees

A Supervisor' Guide To:

Using your EAP

Making a Referral

EAP and your role as a Supervisor

Ways in which your employees can use the EAP



Solutions Employee Assistance Program

1-800-526-3485

www.solutions-eap.com

Objectives

- **Overview of the EAP.**
- **The role of the supervisor**
- **Recognizing performance problems**
- **Guidelines for positive intervention**
- **The “DOs” and “DON’Ts”**

Overview of EAP Services

- **Short-term, confidential counseling and/or referral for employees and employee family members.**
- **24-hour service**
- **Management consultation**



In-person Counseling

- **Counseling is the heart of EAP services. Call to make an appointment with one of our experiences, licensed, Master's- and Doctoral-level counselors.**
- **Convenient appointment times and locations are available. Usually, you will not have to wait for more than a few days for an appointment.**



Problems Addressed by the EAP

- **Family problems**
- **Stress and anxiety**
- **Financial concerns**
- **Career or life-planning**
- **Relationship issues**
- **Eldercare**
- **Grief and bereavement**
- **Addictions**
- **Spousal or child abuse**
- **Legal concerns**
- **Child care**
- **Life changes**
- **Emotional or psychiatric issues**

The procedure when a call is made to EAP

- **Intake information gathered for the employee or family member.**
- **An appointment is scheduled in a location convenient to the employee or family member seeking services.**
- **Assessment is made by a trained, licensed counselor.**
- **The employee/family member resolves the issue, or is referred to an appropriate resource using his or her insurance behavioral health benefits.**
- **The employee or family member's confidentiality is protected.**

Employee Workshops and Group Sessions



- **Workshops may be provided on a variety of topics, including Communication, Stress Management, Transitions, Conflict Resolutions, Sexual Harassment Prevention, and more.**
- **Solutions EAP can conduct group sessions or critical incident debriefings that will help employees recover more quickly from a traumatic event.**

Workplace Statistics



- **Approximately 20% of the workforce at any given time suffers from an emotional problem that impacts job performance.**
- **JAMA study on depression – 9.4% of the workforce suffers from some type of depressive disorder. Depression is a leading cause of lost productivity at work, costing employers \$44 billion annually in lost time and medical treatment.**

Workplace Statistics (cont'd)



- **Approximately 1 out of every 6 workers misuses alcohol and/or other drugs.**
- **Absenteeism is 8 times greater than normal among problem drinkers.**
- **Substance abuse costs employers \$102 billion each year.**

The Role of the Supervisor

As a supervisor, you have **THREE** key responsibilities in the program:

- First, to **provide information** about the program to your employees.
- Second, to **encourage** a troubled co-worker, friend, or subordinate to use the program if he or she is having a personal problem.
- Third, to **refer** the employee with ongoing or continually-declining job performance to the EAP. The EAP can serve as a supervisory tool for you when dealing with an employee whose performance is declining; *this means you need to know the facts.*

The Role of the Supervisor (cont'd)

What are the facts?

- ✓ ***The EAP is free.***
- ✓ ***The EAP is confidential.***
- ✓ ***The EAP helps with all types of problems.***
- ✓ ***The EAP is also available to family members.***
- ✓ ***The EAP refers to screened and qualified resources.***
- ✓ ***EAP counseling is:***
 - **Short term, here and now**
 - **Problem-solving and solution-oriented**
 - **Non-judgmental**

The Role of the Supervisor (cont'd)

How can the EAP be a resource for you?

CONSULTATION – *The EAP may help you save a valuable employee.*

The EAP staff is available to discuss performance problems with you, and to help determine whether a specific employee is a good candidate for EAP help.

- *Behavioral risks, e.g. workplace or domestic violence, substance abuse, psychiatric illness*
- *Grief and loss*
- *Critical incidents*
- *Conflict and team issues*

The Role of the Supervisor (cont'd)

To make a referral ...

- **You don't need to know the cause of the problem;**
- **Use job performance documentation as a basis.**

Types of Referrals

- **Self referral**
 - *Most employees call on their own.*
 - *About 75% of all EAP cases are self referrals.*



Types of Referrals (cont'd)

- **Informal referral**

- *If you can, start here*
- *Not based on job performance*
- *When you become aware that there are some outside problems*
- *Sometimes the employee will try to come to you and share details*
- *Please do not try to counsel the employee*
- *Inform the employee of the EAP*
- *Provide the employee with an EAP brochure or business card*
- *Assure the employee of his or her confidentiality*

Types of Referrals (cont'd)

- **Formal referral**
 - *Based on documented performance decline*
 - *Discipline is in place, or is the next step*
 - *Best practice to consult with HR*
 - *Strength of referral increases with progressive discipline*
 - *Make the focus of your discussion on performance, not on an individual's personal problems*

Types of Referrals (cont'd)

- **Formal referral – Will you know if an employee has followed through?**
 - *Only if you notify Solutions ahead of time, so we can have a formal release of information signed.*

Remember, you can always call us for advice or coaching in these situations.

Recognizing Performance Problems, NOT Personal Problems

- The key words in relation to the job performance problems noted in the following slides are continued and repeated.
- When continued, repetitive patterns of job performance deterioration begin to appear, documentation is required.
- The following are areas of deteriorating job performance:



Deteriorating Job Performance

- **Absenteeism, or “on-the-job” absenteeism**
- **High accident rate and, consequently, accident claims**
- **Difficulty in concentration**
- **Confusion**
- **Irregular work patterns**
- **Difficulty in making changes**
- **Coming to or returning to working obviously impaired**
- **Generally lowered job efficiency**
- **Deteriorating employee relationships at work**

Possible Employee Responses



- Denial
- Defensiveness
- Hostility
- Fear
- Anger
- Distress
- Silence
- Projection

Dealing with Threatening Behavior

- **If the employee wants to leave, let him or her do so – keep the exit clear.**
- **Keep your tone of voice calm.**
- **Allow the employee to have physical space.**

General Guidelines for Performance Discussions

- **Share concerns about job performance**
- **Convey clear expectations, and the time frame for improvement – be specific, concrete**
- **If appropriate, recommend EAP (a formal supervisory referral)**
- **Contact the EAP and let us know that you are making a referral**
- **Discuss consequences (present and/or future)**
- **Set time for follow-up meetings**

Preparing for a Job Performance Discussion

- **Consult with HR if appropriate**
- **Have documentation ready, particularly if the employee needs to sign a corrective action form**
- **Consider and prepare for an employee's possible reactions**



Positive Confrontations

- **Say something positive, affirming past work history, contributions, technical skills, etc.**
- **Present the performance problem(s). Have documentation ready to present as a visual illustration of the problem, if needed, to break through defensiveness, arguing.**
- **Clearly state your expectations for improvement, preferably in writing, including a timeframe.**
- **Set consequences, if any, resulting from the current situation, including future steps if the stated expectations are not met.**
- **Make referral to EAP, as a routine resource to assist in correcting performance problem(s).**
- **Arrange for follow-up plans to monitor progress and/or continue with discipline process.**

Making the Formal EAP Referral

- “I strongly recommend that you contact the EAP.”
- Give the employee an EAP wallet card, brochure, or direct phone number:
1-800-526-3485
- *Convey the EAP as a resource, not a punishment*



What will the EAP do?

- **We will ask that the employee [sign a consent form](#) so that we can communicate with you.**
- **We will track the employee's progress through EAP and in treatment.**
- **We will contact you on a regular basis.**

When dealing with troubled employees, “DO” ...

- **Document, document, document!**
- **Intervene early on.**
- **Communicate concern and value of the individual while maintaining boundaries.**
- **Respect the employee’s privacy.**
- **Remain focused on job performance.**
- **Be specific regarding performance deficiencies.**
- **Formulate specific plans for improvement.**
- **Follow company policies and procedures regarding corrective action.**

When dealing with troubled employees, “DON’T” ...

- **Diagnose the employee’s problem.**
- **Pry into the employee’s personal life, or give advice.**
- **Accept excuses, or ignore the problem.**
- **Wait until the employee’s job is in jeopardy.**
- **Take responsibility for solving the employee’s problem.**
- **Make decisions based on what you hear through the office grapevine.**

Things you will never hear ...

“I had to pay for my sessions.”

“I have to take the day off to go to the EAP.”

“The EAP says I should take time off due to job stress.”



The Sometimes Speech

“Sometimes job problems such as these are the result of things going on outside the workplace. It may not be true in your case, and it’s really none of my business. However, because it is true sometimes, the company does have an Employee Assistance Program. It’s free and confidential, and it has helped a lot of individuals.”

Scenarios

An employee tells you that her teenage daughter is using drugs. She needs help finding resources.

What should you do?

- *Informally let the employee know there is an EAP.*
- *Contact HR and plan a job performance discussion.*
- *Contact the EAP for advice.*
- *Not involve the EAP at this time.*

Scenarios

Your department is a close-knit group. You've heard that one of the employees is having marital difficulties and is quite upset. You're not sure if or how you can help.

What should you do?

- *Informally let the employee know there is an EAP.*
- *Contact HR and plan a job performance discussion.*
- *Contact the EAP for advice.*
- *Not involve the EAP at this time.*

Scenarios

An employee has been arriving to work late for a number of years. The previous supervisor did not address the problem, but now you are in charge.

What should you do?

- *Informally let the employee know there is an EAP.*
- *Contact HR and plan a job performance discussion.*
- *Contact the EAP for advice.*
- *Not involve the EAP at this time.*

Scenarios

A reliable employee wants to take a day off from work and you're not sure whether to allow it, since she has already used all of her paid leave days.

What should you do?

- *Informally let the employee know there is an EAP.*
- *Contact HR and plan a job performance discussion.*
- *Contact the EAP for advice.*
- *Not involve the EAP at this time.*

Scenarios

An employee takes a very long lunch break and when he returns, his face is flushed and he seems disoriented. You think you smell the odor of alcohol on his breath.

What should you do?

- *Informally let the employee know there is an EAP.*
- *Contact HR and plan a job performance discussion.*
- *Contact the EAP for advice.*
- *Not involve the EAP at this time.*

Scenarios

You have an employee who has been troubled for several months. You sense the tension between the two of you. Recently her job performance has been declining, but you think she is getting help already from a therapist.

What should you do?

- *Informally let the employee know there is an EAP.*
- *Contact HR and plan a job performance discussion.*
- *Contact the EAP for advice.*
- *Not involve the EAP at this time.*

Questions?

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