

Your Employee Assistance Program

A Basic Course

In Your EAP

For Supervisors and Managers

WHAT THE EAP DOES

Assists in the identification of the troubled employee via documented evidence of job performance.

Encourages the employee to seek and to accept help.

Assesses the employee's problem and determines a course of action.

Counsels the employee and or his/her family member(s).

Refers the employee to proper assistance and follow-up as appropriate.

Provides second opinion regarding current assistance employees may be receiving through another provider.

Consults with and assists managers and supervisors.

Promotes constructive confrontation activities.

Promotes a supportive corporate culture.

Provides back - to - work conference.

WHAT THE EAP DOES NOT DO

The EAP does not change existing administrative policies. It serves as a tool to assist in their implementation.

The EAP does not replace your skills as a supervisor. It is a resource for you and a benefit to the employee.

The EAP does not influence job security or reputation.

The EAP does not influence future employment.

The EAP does not provide protection from disciplinary action for continued poor job performance.

The EAP does not force the employee to accept its recommendations.

The EAP does not replace other resources which the employee may be using for help, or may use in the future.

The EAP does not provide long-term counseling/therapy.

TYPES OF EAP REFERRALS

1.

Self Referral

When an employee, family member, or significant other becomes aware of a personal or job related problem, he/she can call the EAP for help 24 hours a day, seven days a week. In this case, the supervisor is not directly involved.

2.

Informal Referral

Concerned family members, fellow employees, and supervisors may call the EAP to discuss the problem they believe someone in their family, their office, or under their supervision is having. The EAP encourages callers to share this concern with the person experiencing the problem so that he/she can access the EAP for assistance. For supervisors, this is sometimes called an *informal supervisory referral*. The supervisor is not otherwise involved and will not receive any feedback.

3.

Supervisory Referral

When an employee is having a job performance problem that is observable and documentable the supervisor becomes involved by making this employee a referral to the EAP. These problems can be reflected in a variety of work situations, which may include but are not limited to:

- A sustained decline in job performance (e.g. from average to poor, or from excellent to meeting minimal standards).
- Unsatisfactory job performance (e.g., a newly hired employee or promotee who, during a probationary period, is not meeting standards).
- Changes in work behavior and work performance including negative attitude, absenteeism, or reduced quality/quantity of work.
- Unusual and/or potentially dangerous behavior on the job (e.g., overly aggressive or intimidating, fails to follow required safety procedures, threatens harm to self or others).
- Personal problems which are being brought into the workplace and are effecting job attendance or performance.

TYPES OF EAP REFERRALS

3.

Supervisor Referral (continued)

Supervisor Referrals may fall into one of three categories. Although the categories differ in their consequences for non-compliance, all referrals coming from a supervisor are to be taken seriously.

1. Formal Referral: Usually in this category there are no consequences for non-compliance. Examples of its use may be:

- Personal, financial, marital problems effecting job performance/attendance
- Heading off a developing problem before it gets worse
- Helping a good employee return to his/her optimal performance

2. Mandatory Referral: This referral carries with it unspecified consequences for non-compliance. It is often used in conjunction with other administrative actions. Examples:

- Pre-existing or recurring problems that are unresolved despite other management interventions.
- Problems that are of such a hinderance to the workplace that they must be corrected, and are part of progressive discipline.
- Positive drug/alcohol screen, where the company/agency policy is to give a second chance.

3. Condition of Employment: Just as the name implies, this category carries the greatest consequences. This is often used as a final effort to change a problematic situation before relieving the employee of his/her job. Examples:

- Repeated violations of company policies
- Inability to correct behavior
- Lack of motivation to seek help

MAKING AN EAP REFERRAL

CONTACTING THE EAP

- 1.** Before a referral is made, check with your Human Resources Department to determine your company/agency policy about referrals. If you wish, you may also consult with TAG prior to making the referral to go over the steps for making the referral successful .
- 2.** Call TAG *before* your meeting with the employee. Let TAG know you are making a supervisor referral. You will be asked the reason for the referral and the contact deadline for the employee.
- 3.** Meet with the employee to discuss documented declining/unsatisfactory job performance. Stress the importance of correcting the situation and, as part of the corrective plan, that he/she is being referred to the EAP. Let the employee know that the EAP provides confidential help and nothing of a personal nature will be reported to anyone in their organization.
- 4.** While he/she can refuse to speak with the EAP, compliance/non-compliance with your request should be noted. Remind the employee of any consequences of an unresolved problem.
- 5.** If the employee agrees to seek help through the EAP, give him/her the option of using your office to make the call or calling at a later time.
- 6.** After a referral is made, continue to monitor job performance and document any further decline or unacceptable conduct. Using the EAP is not a justification to continue poor work performance.

For additional help • call *The Allen Group* • 800-272-7252

1. IDENTIFY THE NEED

Is there a deterioration of job performance? Look at the problem in terms of job performance behavior and do not diagnose. If a problem does exist take action immediately. Waiting will only make the problem worse.

2. DOCUMENT, DOCUMENT, DOCUMENT

Keep records of any changes in employee's job performance. Show the records to the employee. Date and initial (or sign) all records

Remember to be:

- Brief
- Objective
- Focused on job performance
- Confidential

Use the calendar to track patterns of absenteeism or tardiness.

3. STATE YOUR EXPECTATIONS

Restate your expectations clearly. Tell the employee what he/she has to do to get back on track.

4. STATE CLEARLY THE TIME LINE

How long does the employee have to improve?

5. STATE CLEARLY THE CONSEQUENCES

What happens if there is no improvement?

REMEMBER- When referring to the EAP:

Focus on Job performance

Don't diagnose or moralize regarding problems

Keep confidentiality

Emphasize this referral is not job-threatening or job saving

SUPERVISOR CHECKLIST FOR AN INTERVENTION

1. Who is the employee, what are his/her responsibilities, and has he/she been a valuable member of the staff?

2. What specific problem are you going to discuss with the employee, and do you have corresponding documentation?

3. In previous discussions, what agreements have you and the employee made in this area? Did the employee live up to those agreements?

4. Have you had any follow-up discussion with the employee? If so, what consequences of continued lack of improvement did you outline?

5. What is the employee's actual performance at this time in relation to the performance goals/standards for that job?

6. Is the employee's overall performance satisfactory or unsatisfactory? Explain.

7. Are there any internal work problems beyond the control of the employees that may be affecting performances, i.e., large turnover, staff shortage, unusual work demands?

8. What objections do you expect from the employee and how will you handle them?

9. In terms of disciplinary action, how far are you willing to go?

Should you need any help in answering these questions • call **The Allen Group**

800-272-7252

SIGNS AND SYMPTOMS OF THE TROUBLED EMPLOYEE

Think of making a referral to the EAP when a good employee shows the following changes:

Physical Signs or Conditions

Unkept appearance
Weariness, exhaustion
Yawning excessively
Blank stare
Slurred speech
Sleepiness (nodding)
Unsteady walk
Sunglasses worn constantly at inappropriate times
Unusual effort to cover arms
Changes in appearance after lunch or break
Reported minor accidents
Hospitalized more than normal
Complaints of not feeling well

Mood

Appears to be depressed or extremely anxious frequently
Irritable
Suspicious
Complains about others
Emotional unsteadiness (e.g. outburst or crying)
Mood changes after lunch or break
Changes in personality
Irritability

Actions

Withdrawn or unusually/ inappropriately talkative
Spends excessive amount of time on the telephone
Argumentative
Has exaggerated sense of self-importance
Displays violent behavior
Avoids talking with supervisor regarding work issues
Over reacts to criticism
Outside issues (financial)

(Signs and Symptoms cont.)

Absenteeism

Acceleration of absenteeism and tardiness (especially Mondays, Fridays, before or after holidays)
Frequent unreported absences, later explained as “emergencies”
Unusually high number of colds, flu, upset stomach, headaches
Frequent use of unscheduled vacation time
Leaving work area more than necessary (e.g. frequent trips to water fountain and bathroom)
Unexpected disappearance from the job with difficulty in locating employee
Requesting to leave work early for various reasons

Accidents

Taking needless risks
Disregard for safety of others
High accident rate on and off the job

Work Pattern

Inconsistency in quality of work
High and low periods of productivity
Deterioration of concentration/poor memory
Poor Judgement/more mistakes than usual and generalized carelessness
Difficulty in remembering own mistakes
Using more time to complete work/missing deadlines
Increased difficulty in handling complex situations
Reduced productivity
Erratic work pattern
Unexplained disappearance from work
Unrealistic deadlines
Inability to concentrate

Relationship To Others On The Job

Overreaction to real or imagined criticism
Avoiding and withdrawing from peers
Complaints from co-workers
Borrowing money from fellow employees
Discussing problems at home, such as separation, divorce and child discipline problems
Persistent job transfer requests
Complaints from fellow workers

The above listing is only intended as a guide. The indicators on the list are more reliably applied to employees who have been good performers in the past but who had a recent decline in performance.

DO'S AND DON'TS OF CONFRONTATION

DO'S:

Do let the employee know you are concerned with work performance.

Do be aware that personnel problems generally get worse, not better, without professional help.

Do explain that going for help does not excuse the employee from standard disciplinary procedures nor does it include special privileges.

Do explain in very specific terms what the employee needs to do in order to perform up to expectations.

DON'TS:

Don't diagnose - you're not an expert and it will only add to further problems.

Don't discuss personal problems unless they occur on the job.

Don't moralize - restrict confrontation to job performance.

Don't be swayed or misled by emotional pleas, sympathy tactics, or "hard luck" stories.

Don't cover for a friend or co-worker you will only hurt him/her in the end and deter him/her from getting the help he/she deserves.

By adhering to these do's and don't's, Supervisors can do their jobs with a greater efficiency and confidence and help troubled employees do the same.

YOUR EAP IS JUST A PHONE CALL AWAY

1-800-272-7252

PROBLEM PERFORMANCE WORKSHEET

If an employee's previously acceptable performance level begins to show signs of deterioration and the usual supervisory techniques fail to obtain positive results, you may want to consider using the Employee Assistance Program (EAP) to help with problem definition and identification of solutions. The following questions can help you decide whether a call to EAP is appropriate at this time. This is an informal tool for managers to use when reviewing an employee's performance problems. Please feel free to make additional copies of this worksheet for your own use.

EMPLOYEE'S NAME:

TODAY'S DATE:

Have you observed repeated and continued patterns of performance deterioration in any of the following areas? Circle the appropriate response.

YES	NO	1. QUANTITY/QUALITY WORK/ EFFICIENCY
Y	N	Gradual reduction over a period of time in quantity/quality
Y	N	Work quantity/quality becoming increasingly inconsistent/spasmodic
Y	N	Work characterized by increases in carelessness and mistakes
Y	N	Frequent errors on routine matters
Y	N	Details often neglected or misses deadlines
		2. JOB- RELATED AWARENESS/ CONCENTRATION
Y	N	Forgetfulness or lapses in memory or difficulty in remembering directions, details, etc.
Y	N	Reduced awareness of what's impacting his/her job or impact on other departments
Y	N	Unable to keep current with information needed to do the job
		3. JUDGEMENT
Y	N	Appears inconsistent
Y	N	Questionable judgements increase in frequency

YES	NO	4. INITIATIVE
Y	N	Seldom undertakes anything beyond clearly defined job responsibilities
Y	N	Often tries to exceed limitations of current job responsibility
5. RESOURCE UTILIZATION		
Y	N	Overly dependent on others, will encourage others to do his/her work
Y	N	Makes unreliable/untrue statements about events or own capabilities
Y	N	Declining problem solving skills
6. DEPENDABILITY		
Y	N	Frequently fails to meet schedules with no reasonable explanation
Y	N	Makes unreliable/untrue statements about events or own capabilities
7. ATTENDANCE AND PUNCTUALITY? ABSENTEEISM		
Y	N	Frequent unplanned absences number in the last _____ 12 months _____ 6 months _____ 3 months
Y	N	High sick leave utilization
Y	N	No major illness
Y	N	Suspicious pattern of absenteeism
Y	N	Frequently leaves work early or returns late from lunch. Number per day/week/month _____
Y	N	Frequently unexplained disappearances from job. Number per day/week/month _____
Y	N	Bizarre or unbelievable excuses for lateness or absences
Y	N	Physical illness on the job (Frequent physician visits)

YES	NO	8. ABILITY TO COMMUNICATE
Y	N	Argumentative to the point of reducing units productivity
Y	N	Less communicative than in the past
Y	N	Unclear/imprecise written/oral communication
9. INTERPERSONAL SKILLS		
Y	N	Increasingly avoids colleagues and/or supervisors / Uncooperative with co-workers
Y	N	Complainer or blames work of others for problems
Y	N	Unusually sensitive to advice or criticism
Y	N	Overly critical of others
Y	N	Complaints from co-workers or customers/clients
10. SAFETY CONSCIOUS		
Y	N	Higher than average on-job accidents
Y	N	Disregards safety of others and self
Y	N	Increasing mistakes, accidents or incidents
11. OTHER BEHAVIORAL PROBLEMS		
Y	N	Unkept appearance
Y	N	Intoxicated or drug affected on the job
Y	N	Extreme mood swings/ Easily moved to tears
Y	N	Sleeping on the job
Y	N	Excessive hospitalization
Y	N	Inappropriate behavior-specify:
<p>If after completing this questionnaire you are concerned about this person, call THE ALLEN GROUP for a consultation. 1-800-272-7252 or 407-788-8822</p>		